



Investigating the Relationship between Humor Leadership based on the Value Criteria or Employees Health effectiveness

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Abstract

Background and objective: Organizational health effectiveness, as the most important goal of any organization, is a goal that all organizational efforts are aimed at achieving. Meanwhile, humor is a factor in supporting and predicting the variables of mental health and psychological well-being, so the purpose of this paper is to examine the relationship between the components of humor leadership based on value criteria and employees health effectiveness.

Methods: The research method is of descriptive-correlational in terms of the survey. The statistical population includes two groups: 1) experts familiar with the leadership theories the number of which is uncertain and 15 were selected. In the section of codification and model design, their opinions were used through Delphi Technique. 2) all the employees of the medical science departments of Kerman City is 29697. Based on the Cochran's Formula, 380 were selected using a stratified random sampling method. Data were collected using the humor leadership questionnaire based on the value criteria and employees health effectiveness and their validity was 0.94.9 and 0.93.8 and reliability was 0.99.1 and 0.94.6. Data Analysis was conducted using Structural Equation Modeling through LISREL software.

Results: The strength of the relationship between the humor variables (affiliative, self-enhancing, aggressive, self-defeating, or mild aggressive) and the health effectiveness is calculated as 0.43, 0.57, 0.63, 0.51, and 0.40, indicating the strong and desirable correlation. T-statistics was also higher than 1.96, indicating a significant correlation.

Conclusion: Humor leadership is based on value criteria as a powerful tool in developing employee health effectiveness, and managers need to make the most of this constructive tool to succeed and teach it to other employees.

Keywords: Humor Leadership, Value Criteria, Health effectiveness, Medical Science Kerman Hospitals

Introduction

Health effectiveness is always one of the concerns of organizations and they are always looking to achieve it and no organization will be effective unless the individuals and employees of this organization are effective and among the things that can affect organizational health effectiveness are the presence of funny leaders. Humorous managers and management of the organization are based on the value criteria because by creating constructive relationships with employees, these leaders consider managerial and organizational values and provide them with job attachments and help organizations deal with the challenges and problems ahead¹. Organizational health effectiveness as the most important goal of any organization is a goal that all organizational efforts are made to achieve it and in this regard, humor leadership in line with value criteria can play an important role in increasing or decreasing the health effectiveness of the organization².

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For health effectiveness and to continue in the success of the organizations, managers must have special characteristics, potential and competencies, and long-term knowledge and experience, communication-social skills, and humor, because leaders with a sense of humor can have a constructive and important impact on organizational health effectiveness as well as employee job attachment³. They can also work positively with their constructive relationships and high ability to deal with work problems as a defense mechanism against stress and strategic job stresses and challenges, and bring happiness as an emotional, psychological and mental well-being for other employees⁴. Humor, as a supporter and predictor of the variables of mental health and psychological well-being, has a negative correlation with depression, anxiety, and stress, and people with high levels of humor tend to enjoy everyday events and experiences. People with a sense of humor have special sentences that help them deal with the problems and events of life in a fun way so that they have less stressful experiences and improve their well-being and psychological health⁵.

The health effectiveness of a leader with a sense of humor is the result of three factors; The relative position of the organization in the continuum of organizational acceptance (acceptance of change), the degree of adaptation of the humor process necessary for the success of the organization and the leadership process of the humor in the organization and the capabilities of humor leaders to implement the appropriate humor process. Flexibility ensures that the organization has the capacity for the dynamic activity or rapid response to changing competitive conditions and therefore creates a competitive advantage or maintains an existing competitive advantage⁶.

In research of Dehghani and Azadi⁷ also believe that leaders can achieve three

results by using humor. 1. Reduce stress at work. 2. Help subordinates understand leadership management models through communication between them. 3- Humor leadership can effectively increase the health effectiveness of leadership in the organization and also help organizations to improve the overall growth and overall performance of their organization. Among features such as inspiration, motivation, honesty, benevolence, and passion that leader's need, the demand for their sense of humor seems to be an additional and unnecessary requirement. But, in fact, scoffer and humor based on value criteria can be considered as one of the most effective tools of great managers, because the humor of the manager can be a tool to influence people to adapt to specific roles and respect for organizational values. Also, increasing the level of humor and entertainment in the workplace leads to desirable changes and increases productivity in the organization, and humor based on the value of the manager can lead to functions and dynamic results in the organization. By taking a humorous perspective at organizational decisions, they can be prevented from wrong implementation and lead the organization to the efficiency, assure the health effectiveness of the organization, and improve the job attachment of employees as much as possible⁸.

In study of Sabkatkin Rizi and Athari⁹ investigated the role of sense of humor in the efficiency and health effectiveness of the organizations and considered the sense of humor as a factor in the increase of the leaders' efficiency. In fact, a humorous leader is someone who avoids the problems as there is not any powerful sadness in the world to hurt him. He understands the boundary between the humor and mocking and everyone knows him as a charismatic person with a sense of humor. The manager's sense of humor affects the working results of the employees and reduces the behaviors of slacking; it increases the job attachment

and satisfaction as well as organizational commitments and helps change the positive organizational behaviors through facilitating the learning¹⁰. According to the abovementioned, the current study aims to

investigate the relationship between the humor leadership components based on the value criteria and employee health effectiveness (see figure 1).

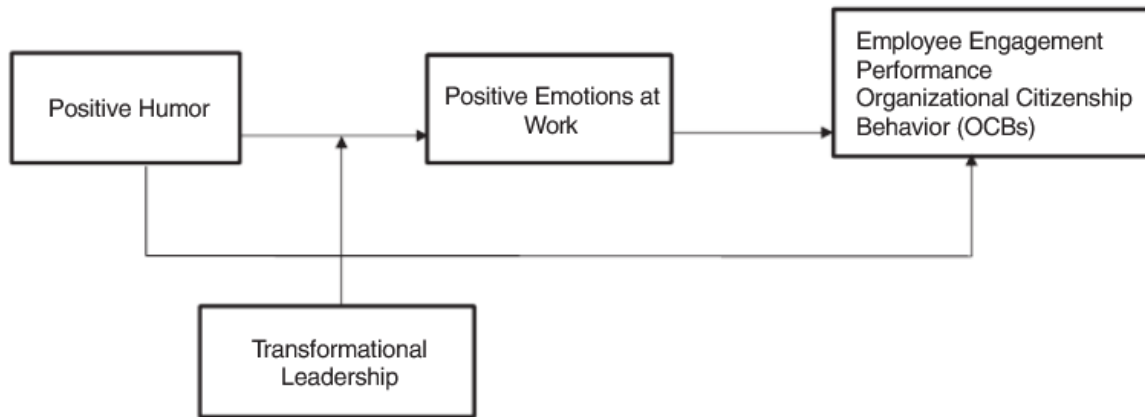


Figure 1: Relationship between Humor Leadership based on the Value Criteria or Employees Health effectiveness

Method

The current research is applied and developmental in terms of objective and is mixed (qualitative and quantitative) in terms of method, and is descriptive and correlational in terms of nature. The statistical population of the current research consists of two groups: the first group includes the experts who are familiar with the leadership area and their number is uncertain and are distributed all over the country and choosing them is selective and must have the criteria such as the required knowledge and experiences in the subject, tendency, enough time to participate and the effective communication skills¹⁰⁻¹⁴, having the related academic research to the research subject, being available, experience,

related education degree, Ph.D. Degree, teaching in the university that their opinions are used in the model design section of this study. Among the experts and academic professors who had the required criteria, 15 were selected using a stratified random sampling method.

According to the past studies, the research literature, and the conducted interviews, 10 humor leadership indices based on the value criteria are recognized. These criteria were given to the experts of this area in the first stage of the Delphi Method. These experts were demanded to present a suggestion on the composition of some of these criteria in the form of the new criterion and finally, no other index was added to the sub-criteria (Table 1).

Table 1. The summary of humor leadership dimensions and components based on the value criteria in the first round of the Delphi Technique.

Main Structure	Components	Sub-components
Humor leadership based on the value criteria	Affiliative humor	Close relationship with others Making others laugh without humiliating them
	Self-enhancing humor	Having a humorous perspective on the issues Sense of humor in the stressful conditions
	Aggressive humor	Mocking or Offensive Joke Destroying the social image of the audience

Main Structure	Components	Sub-components
	Mild aggressive humor	Wise joke Humorous or subtle jokes
	Self-defeating humor	Make fun of themselves in gathering Lowering their social position to become closer to others

In the second stage of the Delphi Method, first, 10 indices of the humor leadership based on the value criteria are screened in order to select the criteria that are more important and appropriate. Then, each one of the criteria is studied based on the

objective by the Delphi method and through the experts of this area including the selected 15 experts who were familiar with the sub-indices. Delphi Technique was used to the initial screen of the recognized criteria (Table 2).

Table 2. Summary of the results of the second round of Delphi technique for the indices of humor leadership based on value criteria

Subcomponent	Expert 1	Expert 2	Expert 3	Expert 4	Expert 5	Expert 6	Expert 7	Expert 8	Expert 9	Expert 10	Expert 11	Expert 12	Expert 13	Expert 14	Expert 15	Mean
Close relationship with others	5	4	4	4	4	4	5	5	5	5	5	5	5	5	4	4.5
Making others laugh without humiliating them	4	4	4	4	5	4	5	4	4	5	4	4	5	5	5	4.4
Having humorous perspective to issues	5	4	4	4	4	5	5	3	4	5	4	5	5	4	5	4.4
Sense of humor in stressful conditions	5	3	4	5	4	5	5	5	5	5	4	5	5	5	5	4.7
Mocking and offensive jokes	4	4	4	3	4	5	4	5	4	5	5	3	5	5	5	4.3
Destroying the social image of the audience	4	4	5	5	4	5	5	5	4	5	5	4	4	4	5	4.5
Wise Jokes	4	4	5	5	5	5	4	5	5	5	5	5	5	5	4	4.7
Humorous or subtle jokes	4	5	4	4	5	5	4	5	3	5	4	5	5	5	4	4.5
Making fun of themselves in the gathering	4	5	5	5	5	5	3	4	4	5	5	5	5	5	5	4.7
Lowering their social position to become closer to others	4	4	5	4	5	5	4	4	4	4	4	5	5	5	5	4.5

Finally, 10 remaining indices scored higher than 3 in the second round. Therefore, the Delphi technique is stopped and the humor leadership indices are recognized and applied in the final analysis.

According to the past studied, the research literature and conducted interviews, in total, 4 health effectiveness indices are

recognized. These criteria were given to the experts of the study area in the first stage of the Delphi technique and they were asked to present to a recommendation on the composition of some of these criteria in the form of a new criterion.

And finally, no other criterion was added to the following sub-criteria (Table 3).

Table 3. Summary of the effectiveness indices

Main Structure	Components
Effectiveness	Innovation-adaptation Organizational commitment- reaching goals Job satisfaction, unity
	Organizational health (spirit) – maintaining models

In the second stage of the Delphi Technique, first, 4 indices of the health effectiveness index were studied in order to select the criteria that are more important and appropriate. Then, according to the Delphi method, each one of the criteria was investigated based on the objective and by the experts of this area who are 15 in the selected sample and were familiar with the sub-indices (Table 4).

Table 4. Summary of the results of the second round of the Delphi Technique of the effectiveness index

Subcomponent	Expert 1	Expert 2	Expert 3	Expert 4	Expert 5	Expert 6	Expert 7	Expert 8	Expert 9	Expert 10	Expert 11	Expert 12	Expert 13	Expert 14	Expert 15	Mean
Innovation-Adaptation	4	4	5	4	5	3	4	4	5	4	4	5	5	5	5	4.3
Organizational Commitment- achieve the goal	5	5	5	5	5	5	5	4	5	5	5	5	5	5	5	4.9
Job satisfaction- unity	4	4	5	3	5	4	4	4	5	5	5	5	4	5	5	4.5
Organizational health (spirit)- maintaining models	5	4	4	5	5	5	4	4	5	5	4	5	4	4	4	4.5

Finally, 4 remaining indices scored higher than 3 in the second round. Therefore, the Delphi technique is stopped and the health effectiveness indices are recognized and applied in the final analysis.

The second group of the statistical population includes all the medical science departments' employees of Kerman City (29697) who work in the medical science departments of this city. According to Cochran's Formula, 380 of them were selected using a stratified random sampling method. In order to gather the data, a questionnaire was used. The questions of the humor leadership based on the value criteria consist of 5-points 30 questions (from totally appropriate to totally inappropriate) (Table 5).

Table 5. The features of the humor leadership questionnaire based on the value criteria

Row	Variable	Aspect	Structure	Source	Operational criteria of the structures
Humor leadership based on the value criteria	Affiliative humor	Affiliative humor	Close relationship with others	(11)	[1-3] indices
			Making others laugh without humiliating	(12)	[4-6] indices
	Self-enhancing humor	Self-enhancing humor	Humorous perspective towards issues	(13)	[9-7] indices
			Humorous perspective towards issues	(14)	[10-12] items
	Assessive humor	Assessive humor	Mocking and offensive jokes	(15)	[13-15] items
			Destroying the social image of the audience	(16)	[16-18] items
			Wise jokes	(17)	[19-21] items

Row	Variable	Aspect	Structure	Source	Operational criteria of the structures
			Subtle and hilarious jokes	(18)	[22-24] items
		Self-deprecating on humor	Making fun of oneself in the gathering	(19)	[25-27] items
			Lowering the social situation to become close to others	(20)	[28-30] items

Health effectiveness questionnaire consists of 5-points 33 questions (totally appropriate to totally inappropriate) (Table 6).

Table 6. Characteristics of the effectiveness questionnaire

Row	Aspects	Structure	Source	Operational criteria of structures
	Health effectiveness	Innovation- Adaptation	(21)	Items [1-9]
		Organizational commitment- achieve the goal		Items [10-17]
		Job satisfaction- unity		Items [18-24]
		Organizational health-maintaining models		Items [25-33]

In the following, the questionnaires of the current research were first studied and confirmed in terms of face and conceptual validity by 15 experts, and then, in order to evaluate the content validity of the questionnaire, the Content Validity Ratio method (CVR) was used. The equation of this method is as follows ¹⁵:

$$CVR = \frac{n_e - \frac{N}{2}}{\frac{N}{2}} \quad (1)$$

Where, N is all of the experts responding, n_e is the number of experts who confirmed the considered item. The value of CVR can be calculated for all the indices and factors. The value of CVR can fluctuate between -1 and +1. When CVR=0.000, it means that 50% of the respondents considered the item proper. In the current research, the reliability of the questionnaires was confirmed by 15 academic professors and experts and the reliability of the humor leadership questionnaire based on the value criteria was 0.94.9 and the reliability of the health effectiveness questionnaire was 0.93.8.

According to the calculations conducted on the validity of the humor leadership questionnaire based on the value criteria, the Cronbach's alpha was obtained 0.99.1 and the validity of the health effectiveness questionnaire was 0.94.6; these values are acceptable (higher than 0.7). In order to analyze the data, structural equation modeling was used through LISREL software version 8.8.

Results

The statistical population includes two groups: 1) experts familiar with the leadership theories the number of which is uncertain and 15 were selected. In the section of codification and model design, their opinions were used through Delphi Technique. 2) all the employees of the medical science departments of Kerman City is 29697. Based on the Cochran's Formula, 380 were selected using a stratified random sampling method. Data were collected using the humor leadership questionnaire based on the value criteria and employees health effectiveness and their validity was 0.94.9 and 0.93.8 and

reliability was 0.99.1 and 0.94.6. Data Analysis was conducted using Structural Equation Modeling through LISREL

software. The final model is presented in (Figure 2).

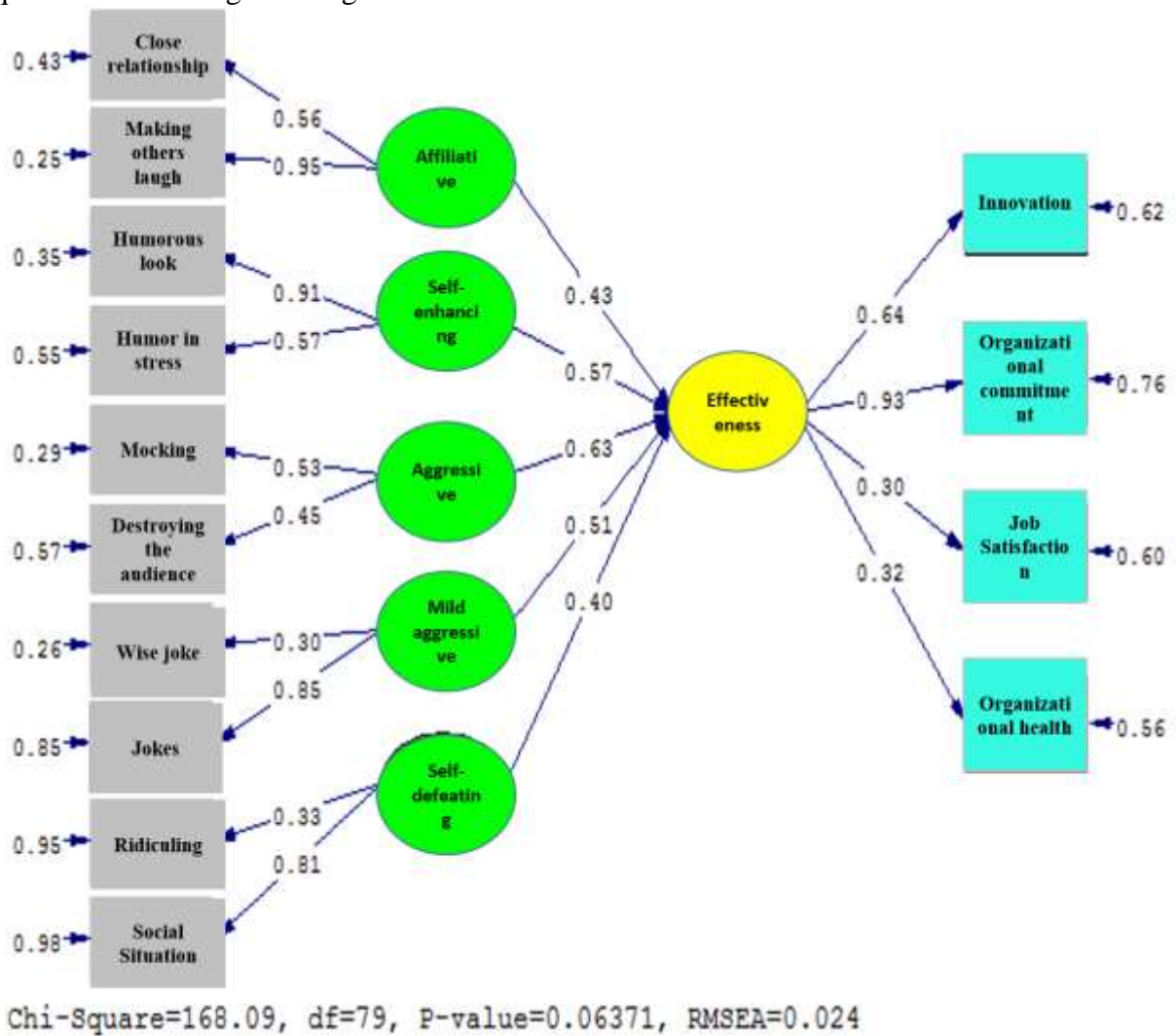


Figure 2. final results of the final model of the relationship between the humor leadership based on the value criteria and the effectiveness

The results obtained from the evaluation of the significance of the model data are also presented in (Figure 3).

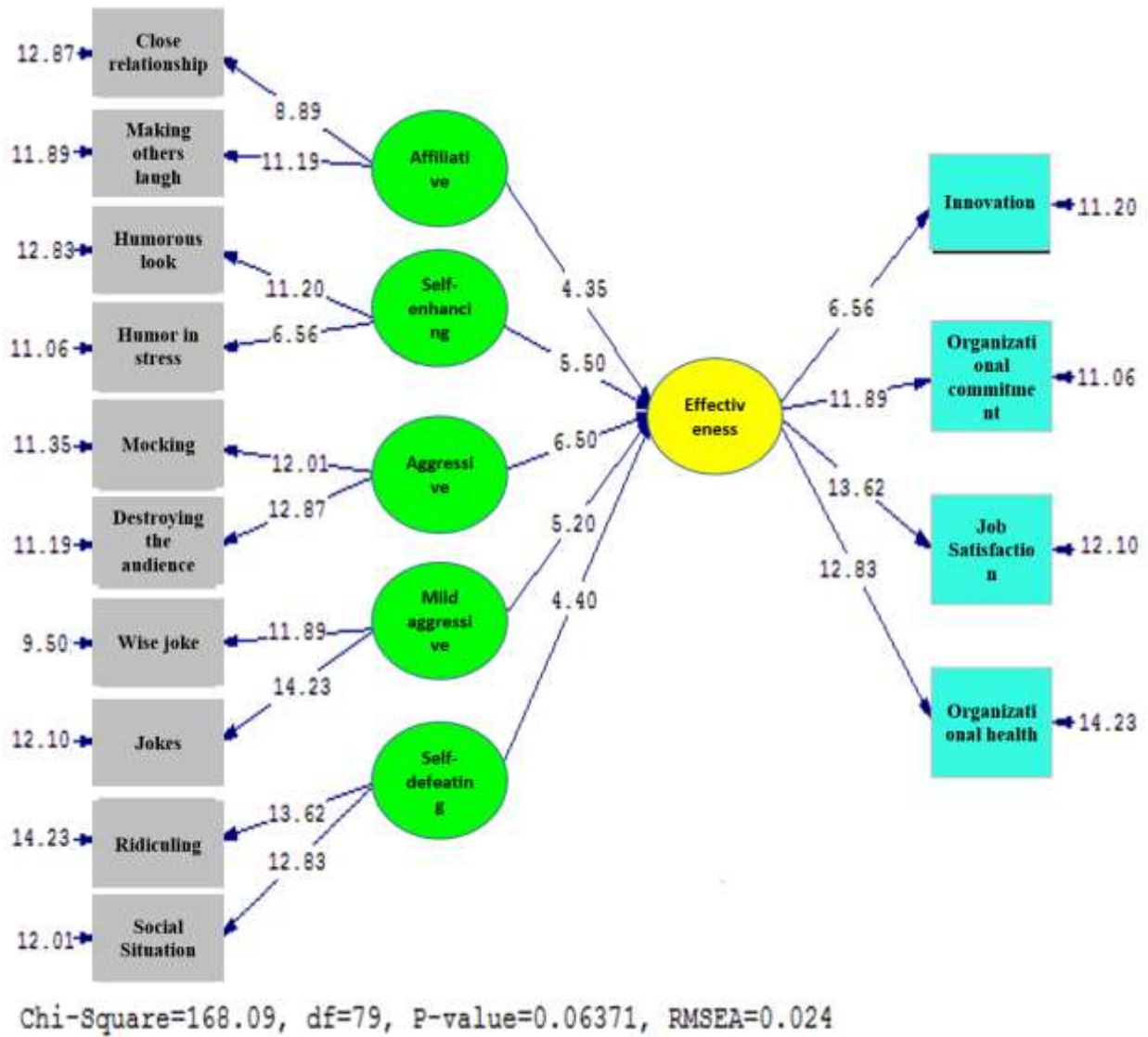


Figure 3. t-value of the results of the final model of the relationship between the humor leadership factors based on the value criteria and the effectiveness

According to (Table 7), the output of the LISREL software indicates the appropriateness of the proposed model so

that the value of the RMSEA is 0.024. Normalized Chi-Square (NC) is 2.127 and the Goodness of Fit index is 0.96.

Table 7. Investigating the indices of the fitness of the proposed model

Structure	Source	Operational criteria of structures
Root Mean Square of Approximation (RMSEA)	0.024	1≥
Normalized Chi-Square (CMIN/DF)	2.127	3≥
Goodness of Fit Index (GFI)	0.96	≥9
AGFI (Adjusted Goodness of Fit Index)	0.95	≥9
CFI (Comparative fit index)	0.97	≥9
NFI (Normed Fit Index)	0.96	≥9
TLI (Tucker-Lewis Index)	0.95	≥9

Structure	Source	Operational criteria of structures
IFI (Incremental Fit Index)	0.95	≥ 9

Based on (Figure 1) and (Figure 2), the research hypotheses are investigated:

First Hypothesis: there is a significant relationship between the affiliative humor and the health effectiveness in the medical science departments of Kerman City

The relationship between the variables of the affiliative humor and health effectiveness is calculated as 0.43 which indicates the desirable and strong correlation. T-statistics test is also obtained 4.35 which is higher than the critical value of t at the error level of 5%, which is 1.96. It also indicates that the observed correlation is significant, therefore, the research hypothesis is confirmed.

The Second Hypothesis: There is a significant relationship between the self-enhancing humor and the health effectiveness in the medical science departments of Kerman City

The power of the relationship between the variables of the self-enhancing variables with the health effectiveness is 0.57 which indicates that there is a desirable and strong correlation. T-statistics test is obtained 5.50 that is higher than the critical value of t and at the error level of 5%, which is 1.96 and it indicates that the observed correlation is significant. Therefore, the research hypothesis is confirmed.

The Third Hypothesis: There is a significant relationship between the aggressive humor and health effectiveness in the medical science departments of Kerman City

The power of the relationship between the variables of the aggressive humor and the health effectiveness is obtained 0.63 that indicates the desirable and strong

correlation. The t-statistics test is obtained 6.50 that is higher than the critical value of t at the error level of 5% that is 1.96. It also indicates that the observed correlation is significant. Therefore, the hypothesis is confirmed.

The Fourth Hypothesis: There is a significant relationship between the mild aggressive humor and health effectiveness in the medical science departments of Kerman City

The power of the relationship between the variables of the mild aggressive humor and the health effectiveness is obtained 0.51 that indicates the desirable and strong correlation. The t-statistics test is obtained 5.20 that is higher than the critical value of t at the error level of 5% that is 1.96. It also indicates that the observed correlation is significant. Therefore, the hypothesis is confirmed.

The Fifth Hypothesis: There is a significant relationship between the self-defeating humor and health effectiveness in the medical science departments of Kerman City

The power of the relationship between the variables of the self-defeating humor and the health effectiveness is obtained 0.40 that indicates the desirable and strong correlation. The t-statistics test is obtained 4.40 that is higher than the critical value of t at the error level of 5% that is 1.96. It also indicates that the observed correlation is significant. Therefore, the hypothesis is confirmed.

According to the obtained results, the power and correlation between two variables of affiliative humor and health effectiveness are desirable and these results are in line with the results of the study conducted by Anderson¹¹, Ghadiri et al¹⁶, indicating that there is a significant relationship between the humor leadership

and the health effectiveness of the private and public banks of Hungary. Research shows that organizationally, cultures that include humor are more flexible. Especially when stress levels are high, this culture can be helpful, as it releases oxytocin and facilitates social communication and increases trust. "This facilitator of social relations turns a joke into a gateway to broader aspects of credibility and vulnerability"¹⁷.

Based on the obtained results, it was found that the correlation and strength of the relationship between these two variables of self-enhancing humor and health effectiveness are desirable and these results are in line with the findings of study of Nakhaei et al¹⁸ which showed that there is a relationship between perceived humor, perceived social support and life satisfaction among the students of the Islamic Azad University, South Tehran Branch. There is a relationship between humor with social support, humor with life satisfaction, and social support with life satisfaction. They also showed that humor has a direct relationship with social support, and humor through social support has an indirect effect on life satisfaction. That is to say, by improving social support, humor improves life satisfaction. Humor is associated with an individual's intelligence. Even without a loud laugh, if there is a change in the tone of the voice, the situation and atmosphere of the organization will be improved. The presumption is that people who are in charge, are more frank and clear and are able to express their feelings easier. The studies showed that proper humor leads to an increase in self-confidence and competency in the individual and puts them in a better situation¹⁹.

Based on the obtained results, the strength and correlation of the relationship between two variables of aggressive humor and health effectiveness are desirable and these results are in line with the findings of^{16, 20} that showed that there is a positive and

significant relationship between the emotional religiosity with the public health while other components of the religiosity including belief religiosity, consequence religiosity, and ritual religiosity did not show a significant relationship with the public health. Affiliative humor style also showed a positive and significant relationship between the public health while other humor styles including the self-enhancing humor, aggressive humor, and selfish humor did not show a significant relationship with the public health. Finally, in both of the components, the D type personality including social deterrence and negative affection showed a significant relationship with public health. As entrepreneurs start their businesses from the beginning, they can develop leadership styles with humor and cultures that know how to make others laugh. But in the difficult path of founding a company, fatigue, stress, fear, and anxiety may stop you from laughing. Dwyer states: "in order to make their experience from the founding of a business to its next stories delightful, the leaders must turn these events from a tragedy and dramatic status to a comedy. You can make losing your only customer more delightful by mentioning a sweet memory. Therefore, it can be said that the humor of the manager has a constructive effect on the spirit of employees and consequently, on the health effectiveness and efficiency of the organization.

According to the obtained results, the correlation and strength of the relationship between two variables of mild aggressive humor and health effectiveness are desirable and these results are in line with the findings of Khashoei¹³, Tsai²¹ that showed that there is a negative significant relationship between the humor and the total index of the psychological symptoms and the aspects of the physical complains, Obsessive Compulsive Disorder, Interpersonal sensitivity, depression, anxiety, phobia, paranoid thoughts, Psychosis, and extra questions. However,

there is no significant relationship between humor and hostility. Furthermore, the comparison of the means showed that there is no significant difference between the girl and boy students in terms of the total value of humor, the total index of psychological symptoms and obsession aspects, interpersonal sensitivity, hostility, paranoid thoughts, and psychosis while in terms of physical complains, depression, anxiety, phobia, and extra questions, the difference was significant. Some people are funny by themselves, but it is still good if you have to write them down on paper to tell your funny jokes. While we often think of people with a sense of humor as extroverts who tell different stories or do impressive things, but humor may have different forms in quieter and calmer leaders. "These people love moments when their jokes are not understood by many, and only a very few understand them".

Conclusion

Based on the obtained results, the correlation and strength of a relationship between two variables of self-defeating humor and the health effectiveness were desirable and these results were in line with the findings of the ⁸ that showed that there is a positive and significant relationship between the humor leadership and the health effectiveness of the public schools of Toronto city. The results were not in line with the findings of ²⁰ that showed that there is a positive significant relationship between the religiosity and the public health. Affiliative humor style had also a positive significant relationship between public health. There was no significant relationship between the humor styles including self-enhancing humor, aggressive humor, and selfish humor, and public health. The sense of humor was like a muscle: it gets stronger when you use it more. Most people want to know how to communicate effectively and efficiently in the workplace. The present

study has some limitations, regarding the limited case studies and culture of the work in various conditions. It was conducted in Kerman hospitals, and differences may exist between cultures regarding humor at work. Further, as different organizations have their own formal and informal rules for what is appropriate, the fact that only one organization was sampled may limit the generalizability of findings. The leaders' expression of humor could be an issue of national or organizational culture, which is a recommended topic for future research. Nevertheless, nothing in the model or results suggest that the setting produced unusual, unexpected, or unlikely impacts. The common advice to have a successful presentation in front of an audience is to be humorous. Joking aside eliminates the audience guard, and they accept your message more easily. It will also make you look lovable, and people will be more willing to work with you and support the person they love. This recommendation has been repeatedly expressed by a large number of authors.

Competing Interests

The authors declare no competing interests

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No support.

Authors' contributions

The authors are the same

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