

Original Article

# Self-Defeating Humour and Employee Resilience in Public Interventionist Agencies in South-South, Nigeria

<sup>1</sup>Dr. Rose Idiowa Wariboko

<sup>1</sup>Department of Management, Faculty of Management Sciences, Rivers State University, Nkpolu-Oroworukwo, Port Harcourt, Nigeria.

Received Date: 28 December 2024

Revised Date: 11 January 2025

Accepted Date: 16 January 2025

Published Date: 23 January 2025

**Abstract:** This study looked at the connection between staff responsiveness and self-defeating humor in South-South Nigerian public interventionist organisations. The research used a descriptive design. Structured questionnaires were used to generate primary data. The study's population comprised 2925 workers from the eleven public interventionist organisations in South-South Nigeria. Consequently, the Taro Yamane sample size determination formulation yielded a sample size 394 for the investigation. Additionally, all items scored higher than 0.70 on the Cronbach Alpha coefficient, demonstrating the instrument's dependability. The Spearman's Rank Order Correlation Coefficient was used to test the hypotheses. The significance level for the tests was set at 0.05. The results showed a strong correlation between staff responsiveness and self-defeating humour in South-South Nigerian public interventionist organisations. Consequently, the study concludes that self-defeating humour and staff resilience in public interventionist agencies in the South-South region of Nigeria are significantly correlated. Accordingly, the study suggests that managers in public interventionist organisations should foster a happy and encouraging workplace that invites staff members to use affiliative humour. By employing humour to foster interpersonal relationships, improve teamwork, and create a positive environment. Supervisors can set a good example by actively using inclusive and upbeat humour. Thus, the study recommends that the Management of Public Interventionist Agencies should raise awareness among employees about the potential negative impact of self-defeating humour on their well-being and resourcefulness. Training programs on communication skills, self-awareness, and emotional intelligence can help employees understand the consequences of self-defeating humour and encourage them to adopt more resourceful communication styles.

**Keywords:** Self-Defeating Humour, Employee Responsiveness, Agility, Responsiveness, Resourcefulness.

## I. INTRODUCTION

Organisations are social systems that are purposefully created to accomplish predefined goals, such as survival, growth and expansion, profitability, goodwill, and good citizenship, among others (Jaja, Gabriel & Wobodo, 2019). Organisations operate in a more dynamic and competitive context, and their performance reflects their ability to adapt to changing business conditions and survive in those environments (Lampel, Bhalla & Jha, 2014). There is mounting evidence that organisations with resilient people are better equipped to bounce back from business environment difficulties and even grow. Resilient employees can sustain organisational growth, endure big crises, and thrive in adversity (Carvalho & Areal, 2015; Van der Vegt, Essens, Wahlstrom & George, 2015).

In the framework of "work-specific" resilient behaviors, employee resilience has been promoted as a means of focusing on the empirical study of individual resilience in organisational contexts (Näswallet al., 2015). According to the ecological viewpoint, employee resilience is defined as "employee capability, supported and encouraged by the organisation, to utilise resources and continually adapt and thrive at work, even when and if faced with tough circumstances" (Näswallet al., 2015). The definition's primary assertion is that employee resilience can be fostered by "organisational enablers"—organisational assistance. Positive employee attitudes and behaviors are among the important performance indicators that are influenced by employee resilience, according to Näswallet al. (2015). According to Shin et al. (2012), employee resilience can also be considered a protective factor in how successfully employees adjust to change at work. In terms of their general well-being at work, resilient employees are more adept than non-resilient employees at adjusting to significant organisational changes and recovering from disruptions (Shin et al., 2012).

The word "resilience" has many definitions, which broaden the breadth of what it means. Various aspects of resilience (personal resilience, trait resilience, psychological resilience, emotional resilience, career resilience, and ego resilience) have also been examined in numerous research in both individual and organisational contexts (Bolton, 2004; Dulewicz, Higgs & Slaski, 2003; Fredrickson & Tugade, 2003; Waugh, Fredrickson & Taylor, 2008). According to most authors, resilience is a skill that manifests in behavior, interacts with change, and pertains to getting out of an unpleasant situation (Paul & Garg, 2012). The psychological mechanisms that allow people to recover from crises or traumatic situations are mostly accounted for by the

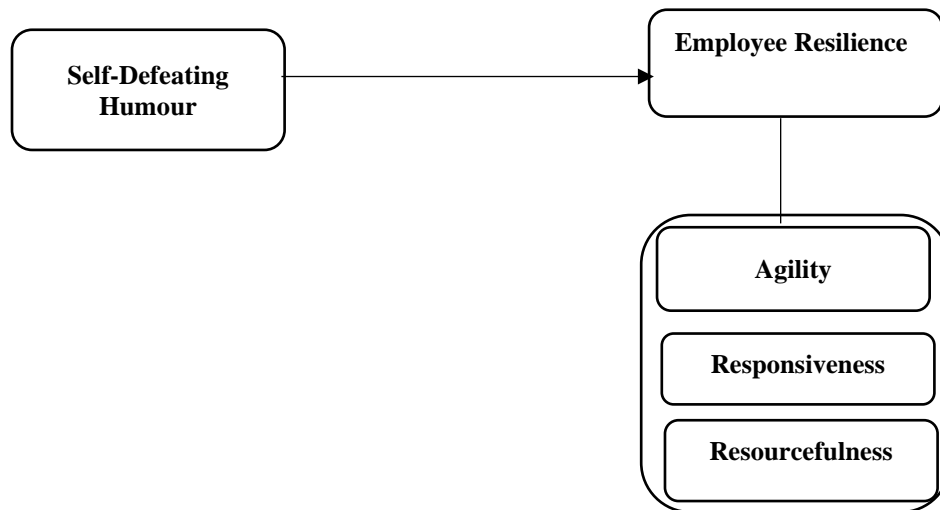


dispositional characteristic known as employee resilience (Shin et al., 2012; McLarnon & Rothstein, 2013; Moenkemeyer, Hoegl & Weiss, 2012; Pipe *et al.*, 2012).

The daily activities and interactions between managers/leaders and employees reveal the stress, strains, conflicts, and contradictions that plague organisations. This relationship explains aspects of organisational effectiveness, efficiency, and commitment. Managers use strategies to help their staff members feel like they belong and deal with daily encounters (Hiller, DeChurch, Murase & Doty, 2011). Since stress reduction may negatively impact a company's efficiency and ability to retain valued people, it is an important management issue (Miznikova & Schönfeldt, 2010). According to Geoswami and Nair (2018), management humor can cause employees to feel good, which lowers stress and leads to engaged workers. According to studies, humor is a basic component of positive and healthy work interactions, especially in the manager-employee relationship, which offers a variety of organisational benefits. According to Miznikova and Schönfeldt (2010), managers utilise humor to achieve organisational benefits.

Humour can potentially address both employee retention and viability issues by helping to create a fun-filled environment that employees find attractive (Romero & Arendt, 2011). The topic of this essay is self-enhancing humor, which promotes optimism in the face of stress, hardship, and distress. Individuals who use self-enhancing humor have a humorous outlook on life and resist being overtaken by hardship and its unavoidable challenges (Romero & Arendt, 2011). These folks approach life with a sense of humor. They keep a positive outlook and use humor to inspire themselves while they are under stress or facing challenges. It is a response defence or emotion-regulation system. According to some research, self-enhancing humor has a negative correlation with neuroticism and a positive correlation with pleasant emotions and self-esteem (Ho, Wang, Huang & Chen, 2011). According to Romero and Cruthirds (2006), this kind of humor is employed in the organisation to improve the initiator's reputation. In contrast to affiliative humor, this type focuses on the individual (Martin *et al.*, 2003).

Self-defeating humour refers to a type of humour that is aimed at oneself, intending to cause laughter from others. However, it ultimately results in negative outcomes for the individual who made the joke. As defined by Heintz and Ruch (2018), self-defeating humour is "a humorous response that is intended to achieve a positive effect in the form of amusement or laughter but that, instead, results in a negative outcome, such as social rejection, devaluation, or increased stress." This humour can be seen as a coping mechanism for individuals struggling with low self-esteem or inadequacy. However, the use of self-defeating humour can also be detrimental to one's mental health and overall well-being. It can lead to negative social consequences, such as social rejection, devaluation, and increased stress levels. Therefore, it is important for individuals to be mindful of the potential negative effects of self-defeating humour and to seek alternative coping mechanisms that promote positive self-esteem and well-being.



Source: Desk Research (2023)

**Figure 1: conceptual model for the relationship between self-defeating humour and employee responsiveness in public interventionist agencies in South-South, Nigeria.**

## II. LITERATURE REVIEW

### A) Theoretical Foundation

#### a. Social Exchange Theory

Social Exchange Theory portends that persons in relations are motivated by the goodness of outcomes they expect to receive (Nakonezny and Denton, 2008). Social Exchange Theory is amongst the most significant conceptual models for appreciating workplace conduct. The idea that connections evolve into mutually dependable, devoted, and reciprocal commitments is one of the fundamental principles of social exchange theory. Parties must adhere to specific exchange norms for this to occur. The condition that develops among or is accepted by the participants in an exchange relationship is given a normative meaning by the rules of trade (Emerson, 1976). Therefore, the usage of Social Exchange Theory in models of organisational behavior is outlined based on the exchange rule or belief the researcher relies on.

In agreement with the exchange theory, the support given to an employee is expected to create inequity in the exchange between the employee and the source of support (the supervisor). Therefore, the employee will try to maintain an equilibrium between the support received and the effort expended (Randall et al. 1999). In other words, upon getting support, the employees will tend to respond to fulfil his/her feelings of indebtedness by showing positive work conduct. The support given may directly empower the staff member to perform better or display positive work approaches (Randall et al. 1999). His or her performance will consequently be compensated through favorable career outcomes, including salary raise (Scandura & Schreinsheim 1994), career satisfaction (Martin et al. 2005) and promotions (Liden and Maslyn 1998).

Most management studies focus on expectations of mutual benefit; however, a number of other exchange rules have been delineated in Social Exchange Theory. —Reciprocal exchange does not include clear bargaining (Molm, 2003). Relatively, one party's actions are reliant on the other's conduct. Interdependence reduces risk and increases cooperation as a result (Molm, 2003). New exchange rounds begin when at least one person initiates a move, and if the other responds, the process continues. Every consequence has the potential to produce a self-reinforcing structure once the process is underway. Since the sequence is probably continuous, dividing it into discrete steps is challenging. Specifically, research suggests that people with a high level of exchange alignment are more likely to reciprocate a good deed than those with a low level of trade alignment.

#### b. Self-Defeating

Self-defeating humour is a type of humour that involves making oneself the butt of the joke, often at the expense of one's self-esteem or self-worth. While self-deprecation can be used as a coping mechanism in certain situations, it can also be harmful to one's mental health if used excessively or inappropriately. Tucker, Wingate, and Shish (2014) suggest several strategies to avoid self-defeating humour. Firstly, it is important to be aware of the potential negative consequences of self-defeating humour and to recognise when it is becoming a pattern. Secondly, individuals should practice self-compassion and self-care, such as engaging in activities that promote relaxation and positive self-talk. Thirdly, individuals can use cognitive-behavioral techniques, such as reframing negative thoughts and focusing on positive attributes. Additionally, it is important to be mindful of the context and audience when using humour and avoid making oneself the joke's target. By implementing these strategies, individuals can avoid the negative effects of self-defeating humour and promote their mental well-being.

Self-defeating humour refers to a type of humour that is aimed at oneself, intending to cause laughter from others. However, it ultimately results in negative outcomes for the individual who made the joke. As defined by Heintz and Ruch (2018), self-defeating humour is "a humorous response that is intended to achieve a positive effect in the form of amusement or laughter but that, instead, results in a negative outcome, such as social rejection, devaluation, or increased stress." This humour can be seen as a coping mechanism for individuals struggling with low self-esteem or inadequacy. However, the use of self-defeating humour can also be detrimental to one's mental health and overall well-being. It can lead to negative social consequences, such as social rejection, devaluation, and increased stress levels. Therefore, it is important for individuals to be mindful of the potential negative effects of self-defeating humour and to seek alternative coping mechanisms that promote positive self-esteem and well-being.

Self-defeating humor refers to the employment of self-deprecating jokes to make others laugh. According to Romero and Cruthirds (2006), self-defeating humor is negative humor that harms oneself and a self-denying defensive mechanism that tends to use humor to conceal bad emotions from issues. An excessive quantity of self-deprecating and cynical humor is produced by those who try to win over others by being the joke's target (Kuiper and McHale, 2009). According to Martin et al. (2003), this kind of humor is frequently adversely connected with happiness, self-esteem, and social support satisfaction and positively connected with anxiety, sadness, and poor self-esteem. The purpose of self-defeating humor in an organisation is to be accepted by others and fit in with everyone. When managers employ excessive self-defeating humor, their subordinates may not take them seriously, which could jeopardise their authority within the group or organisation. Despite the drawbacks of this humor style, which include low self-esteem and emotional neediness, managers who apply it sparingly

can build stronger bonds with staff members by lowering their position and coming off as more approachable (Romero & Cruthirds, 2006).

### **c. Resilience**

Employee resilience is defined as the ability to bounce back from setbacks and maintain productivity in the face of difficult circumstances and demanding work, thereby fortifying oneself (Cooper, Liu, & Tarba, 2014). Here, "employee resilience" refers to a behavioral trait the organisation encourages that demonstrates resource utilisation and the capacity for ongoing workplace adaptation (Kuntz et al., 2016). It consists of behaviors that can be continuously developed and applied in real-world situations, such as crisis management, support-seeking, adaptive, proactive, and learning behaviors. Resilient habits include utilising performance feedback to improve work procedures, seeking assistance and resources from colleagues and superiors, seeing organisational change as a chance for personal development, and functioning well during times of heavy workload.

In various respects, the concept of employee resilience given here expands on traditional conceptions of resilience. First, although required, individual resilience—the capacity to overcome challenges and even thrive in them—is insufficient on its own to support resilient behavior. Employee resilience is, therefore, dependent on but separate from attitudinal and coping-related resilience categories, such as hardiness and PsyCap (e.g., Luthans et al., 2010; Maddi, 2013). Second, employee resilience is a set of proactive and adaptable behaviors that promote change and innovation while promoting employee well-being, signaling individual and organisational adaptability. Employee resilience is not only a preparedness factor that supports effective crisis management, but it also ensures organisational survival (Nilakant et al., 2016). Third, contrary to popular views on resiliency, which contend that exposure to adversity is a prerequisite for both individual and organisational resilience, employee resilience is not crisis-contingent and can be fostered and displayed throughout both stable and unfavorable contexts (e.g., Bonanno, 2004; Lengnick-Hall et al., 2011; Seery et al., 2013). This idea aligns with current perspectives on resilience, which characterise it as a dynamic capability that ensures ongoing development and readiness for future adversity. These perspectives also call for a conceptualisation of personal resilience at work consistent with this characterisation (Carvalho and Areal, 2015; Linnenluecke, 2015; Southwick et al., 2014; Van der Veget et al., 2015). Last but not least, employee resilience reflects contemporary transformational and ecological perspectives on resilience, which frame it as an indicator of the capacity to generate and use resources, resulting from the dynamic interaction between one's capacity to cope with adversity and a supportive and change-oriented context (e.g., Shaw, McLean, Taylor, and Swartout, 2016). To sum up, organisations that give resources for coping, well-being, and further resource development to support crisis management and adaptability in a work context will see an increase in the development of resilient employee behaviors (Kuntz et al., 2016; Panter-Brick and Leckman, 2013).

## **B) Measures of Employee Resilience**

### **a. Employee Agility**

According to Sherehiy, Karwowski, and Layer (2007), agility allows companies and their employees to be more flexible, adjust, and respond to risk and uncertainty in the marketplace. Businesses may quickly identify market shifts, take advantage of them, and modify their products to fit those outside developments that provide them with chances, thanks to agility (Kumkale, 2016; Shin, Taylor & Seo, 2015; Braunscheidel & Suresh, 2009). Agility can also be viewed as a tool for improving a company's performance, competitive activity, and inventory effectiveness when responding to environmental changes (Tallon & Pinsonneault, 2011).

According to Sherehiy et al. (2007), agility allows companies and their workers to be more flexible, adaptive, and quick to respond to risk and uncertainty in the marketplace. According to Kumkale (2016), Shin et al. (2015), and Braunscheidel & Suresh (2009), agility allows businesses to quickly identify shifts in their market, take advantage of those shifts, and modify their products to fit those outside developments that provide them opportunities. Agility can also be viewed as a tool for improving a company's performance, competitive activity, and inventory effectiveness in response to changes in the outside world (Tallon & Pinsonneault, 2011).

According to Alavi, Wahab, Muhamad, and Arbab Shirani (2014), agility is the ability to quickly regain one's adaptability and adjustment capacity and manage a chaotic, uncertain, and constantly shifting work environment. Since agility is not a mismatch with stability, it necessitates a range of traits, including sensitivity, quickness, competence, and flexibility. However, numerous studies have shown that the key to agility is not specialised components, as managers and scholars formerly thought, but rather employees. A company's development is not what makes it nimble or agile, as most managers like to think; rather, it shouldn't be set up to use progression to respond to dynamic circumstances.

## **b. Employee Responsiveness**

Being responsive is proposed as a means for enterprises to gain from environmental changes. Being responsive entails being able to handle unanticipated changes, withstand challenges in an unprecedented business environment, and take advantage of opportunities brought about by changes (Sharifi & Zhang, 1999). The ability of a company to quickly and nimbly adjust to changes in the local and global environment, as well as the changing demands of the market, is known as employee responsiveness (Sherehiy, 2008). It is an administrative strategy intended to protect the business's assets and quickly satisfy customer demands (Hitt, Hoskisson, Robert & Duane, 2007). Thus, it has to do with the organisation's ability to react quickly to opportunities and mitigate threats in a timely manner (Overby, Bharadwaj & Sambamurthy, 2006). It relates to an organisation's capacity to flourish in unpredictable change (Karami, 2007).

According to David (2009), employee responsiveness is a set of ideas that seeks to continuously enhance the business and utilise both material and immaterial resources effectively. The strategy entails focusing the organisation's efforts on particular markets and products to achieve excellence in the offerings (Hill & Jones, 2009). The ability of a business to quickly identify changes in the environment and take advantage of these developments (Fleece, 2007). The ability of the company to quickly and efficiently meet the needs and preferences of its clients (McCarthy, Lawrence, Wixted & Gordon, 2010).

Today's firms are continually reminded of the significance of greater organisational flexibility and adaptation to the dynamic and impromptu changes that the contemporary business climate brings. Organisations must immediately handle a number of factors in order to continue growing and changing, including increased competition, changing market structures, innovation, and technology improvements. Employees must be increasingly flexible, inventive, and forgiving in the face of uncertainty if they are to perform well in new or changing work environments. The swift pace of organisational and environmental change suggests this (Pulakos et al., 2000).

## **c. Employee Resourcefulness**

Job resourcefulness is a situational trait that individuals use to perform in the workplace, as defined by Jui-Chang and Chien-Yu (2017). Conscientiousness, openness, competitiveness, and activity requirements are situational traits created when elemental and well-known features are combined. Resourcefulness is an essential personality attribute since it is widespread and unaffected by inadequate training, social support, empowerment, and rewards (Karatepe & Kilic, 2007). Additionally, as lead employees must be proficient in the art of working under pressure and engaging with clients, staff member resourcefulness is crucial in today's organisational climate (Karatepe & Douri, 2012; Yavas et al., 2011b).

Because it is an individual resource, employee job resourcefulness is an important or critical personality trait that enables people to perform tasks more favorably even when they may have fewer resources (Yavas et al., 2011a). Resourcefulness is a long-term mentality that helps people acquire the scarce resources needed to overcome obstacles while pursuing career-related goals, claim Licata et al. (2003). Since front-line business employees are expected to be skilled at managing interpersonal interactions with clients regularly, it is imperative to stress the importance of personality traits (Ashill et al., 2009). When it comes to workers, resourcefulness is the ability to learn and apply skills that help them solve problems and become productive in reaching goals. Workers with specific skills that enable them to conquer difficult challenges can generate ideas and apply them effectively to any circumstance. Sometimes, training, mentoring, and supervisors' idealised influence on staff members can be interpreted as the source of resourcefulness, which can lead to the manifestation of innovative behaviors.

## **C) Self-defeating humour and Employee Resilience**

Cheng (2021) investigated the moderating effect of self-defeating humor style on task persistence and self-deprecating humor. The impact of individual variations in humor style or humor events (such as particular jokes or memes) on behavior has been the subject of substantial research over the last 20 years. There hasn't been much research done on how these individual variations in humor styles affect how humorous events affect workplace actions. This research aims to close this gap by investigating one type of humor, self-deprecating humor, and how it interacts with self-defeating humor style to affect task persistence behavior. It draws on the Conservations of Resources (COR) theory. According to results from an experimental study with 124 management students, self-deprecating humor can increase a person's perseverance when faced with a challenge. According to the findings, the association between self-deprecating humor and persistence is also influenced by individual differences in self-defeating humor style. Persistence is significantly higher among people with a low self-defeating humor style than those with a high self-defeating humor style.

Zhang, Zhuang, Chen, Shi, Qiu and Wang (2021) examined the relationship between self-defeating humour and the Gray matter volume in the orbital frontal cortex: the moderating effect of divergent thinking. Overuse of self-mockery, fawning over others, and unsuccessful rejection of negative feelings are characteristics of the self-defeating humor style. Changes in brain

architecture cause self-defeating humor, and the involvement of Divergent Thinking (DT) in this relationship has not been thoroughly examined in a large sample. The researcher used voxel-based morphometry (VBM) to determine the relationship between 284 individuals' self-defeating humor (as measured by the Humour Style Questionnaire) and regional Gray Matter Volume (GMV). The participants (N = 280) were then asked to evaluate the role of DT (as measured by the Torrance Tests of Creative Thinking, TTCT) in the connection between humor and the relevant brain areas. The findings demonstrated that DT had a moderating effect on the link between self-defeating humor and the regional GMV in the left Orbital Frontal Cortex (OFC), which was significantly positively correlated with the former. Those with higher DT showed a large positive link between self-defeating humor and the OFC, while those with lower DT showed a smaller correlation. These findings offer fresh data that advances our knowledge of the process underlying humor by demonstrating the significant role that the interplay between brain structures and DT plays in humor.

**H<sub>01</sub>:** There is no significant relationship between self-defeating humour and employee agility in public interventionist agencies in South-South, Nigeria.

**H<sub>02</sub>:** There is no significant relationship between self-defeating humour and employee responsiveness in public interventionist agencies in South-South, Nigeria.

**H<sub>03</sub>:** There is no significant relationship between self-defeating humour and employee resourcefulness in public interventionist agencies in South-South, Nigeria.

### III. METHODOLOGY

The study adopted the descriptive design. Primary data was generated through a structured questionnaire. The population of this study was the 2925 human resources and administration departments of Interventionist Agencies in South-South, Nigeria. A census sampling was adopted; hence, the study's sample size was determined to be 352 using Taro Yamen's 1970 formula. The research instrument was distributed to 352 human resources and administration departments of Interventionist Agencies in South-South, Nigeria, for data collection.

Additionally, all items scored higher than 0.70 on the Cronbach Alpha coefficient, demonstrating the instrument's reliability. The Spearman's Rank Order Correlation Coefficient was used to test the hypotheses. The significance level for the tests was set at 0.05.

### IV. DATA ANALYSIS AND RESULTS

**Table 1 Correlations matrix for self-defeating humour and measures of employee resilience**

			Self-Defeating Humour	Employee Agility	Employee Responsiveness	Employee Resourcefulness
Spearman's rho	Self-Defeating Humour	Correlation Coefficient	1.000	.700**	.601**	.564**
		Sig. (2-tailed)	.	.000	.000	.000
		N	328	328	328	328
	Employee Agility	Correlation Coefficient	.700**	1.000	.813**	.694**
		Sig. (2-tailed)	.000	.	.000	.000
		N	328	328	328	328
	Employee Responsiveness	Correlation Coefficient	.601**	.813**	1.000	.655**
		Sig. (2-tailed)	.000	.000	.	.000
		N	328	328	328	328
	Employee Resourcefulness	Correlation Coefficient	.564**	.694**	.655**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	328	328	328	328

\*\*, Correlation is significant at the 0.01 level (2-tailed).

**Source:** Survey Data, 2023

**H<sub>01</sub>:** There is no significant relationship between self-defeating humour and employee agility in Public Interventionist Agencies in South-South, Nigeria.

The correlation coefficient (rho) result in Table 1 shows a Spearman Rank Order Correlation Coefficient (rho) of 0.700 on the relationship between self-defeating humour and employee agility. The result suggests that the variables have a close link with one another. The relationship's direction suggests that there is a

positive association, which suggests that the use of self-defeating humor increased employee agility. Based on the acquired results, the computed sig-value is less than the significant level ( $p = 0.000 < 0.05$ ). Thus, the previously stated null hypothesis is hereby rejected, and the alternative is affirmed in light of this evidence. Therefore, self-defeating humor and staff agility in South-South Nigerian public interventionist agencies are significantly correlated.

**H<sub>02</sub>:** There is no significant relationship between self-defeating humour and employee responsiveness in Public Interventionist Agencies in South-South, Nigeria.

Table 1 also shows a Spearman Rank Order Correlation Coefficient ( $\rho$ ) of 0.601 on the relationship between self-defeating humour and employee responsiveness. This value implies that a strong relationship exists between the variables. The direction of the relationship indicates that the correlation is positive, implying that an increase in employee responsiveness resulted from the adoption of self-defeating humour. From the result obtained, the sig- calculated is less than the significant level ( $p = 0.000 < 0.05$ ). Therefore, based on this finding, the null hypothesis earlier stated is hereby rejected, and the alternate is upheld. Thus, there is a significant relationship between self-defeating humour and employee responsiveness in Public Interventionist Agencies in South-South Nigeria.

**H<sub>03</sub>:** There is no significant relationship between self-defeating humour and employee resourcefulness in Public Interventionist Agencies in South-South, Nigeria.

Furthermore, Table 1 shows a Spearman Rank Order Correlation Coefficient ( $\rho$ ) of 0.564 on the relationship between self-defeating humour and employee resourcefulness. This value implies that a moderate relationship exists between the variables. The direction of the relationship indicates that the correlation is positive, implying that an increase in employee resourcefulness resulted from the adoption of self-defeating humour. From the result obtained from Table 1, the sig- calculated is less than the significant level ( $p = 0.000 < 0.05$ ). Therefore, based on this finding, the null hypothesis earlier stated is hereby rejected, and the alternate is upheld. Thus, there is a significant relationship between self-defeating humour and employee resourcefulness in Public Interventionist Agencies in South-South Nigeria.

## V. DISCUSSION OF FINDINGS

The results demonstrated that self-defeating humor and staff resilience (agility, responsiveness, and resourcefulness) in public interventionist organisations in South-South Nigeria are strongly positively correlated. This finding supports the earlier work of Cheng (2021), who carried out a study to examine self-deprecating humour and task persistence: the moderating role of self-defeating humour style and the findings show that self-deprecating humour can bolster a person's persistence at an assigned task. According to the findings, the association between self-deprecating humor and persistence is also influenced by individual differences in self-defeating humor style. Persistence is significantly higher among people with a low self-defeating humor style than those with a high self-defeating humor style.

The finding also coincides with the earlier work of Zhang, Zhuang, Chen, Shi, Qiu and Wang (2021), who examined the relationship between self-defeating humour and the Gray matter volume in the orbital frontal cortex: the moderating effect of divergent thinking with results showing that self-defeating humour was significantly positively associated with the regional GMV in the left Orbital Frontal Cortex (OFC) and that DT had a moderating effect on this relationship. Those with higher DT showed a large positive link between self-defeating humor and the OFC, while those with lower DT showed a smaller correlation. These findings offer fresh data that advances our knowledge of the process underlying humor by demonstrating the significant role that the interplay between brain structures and DT plays in humor. Furthermore, the current finding does not support the work of Masih, Saher and Raju (2021), who examined the consequences of self-defeating humour on employee commitment via emotional dissonance and found that self-defeating humour reduces employee commitment. Moreover, self-defeating humour is the reason for emotional dissonance in employees, which reduces employee commitment.

## VI. CONCLUSION AND RECOMMENDATION

The study concludes a significant relationship between self-defeating humour and employee resilience in Public Interventionist Agencies in the South-South region of Nigeria. This suggests that using self-defeating humour, which involves making self-deprecating jokes or engaging in self-critical humour, impacts the resilience of employees working in Public Interventionist Agencies in the South-South region of Nigeria.

Based on the foregoing, the study thus recommends that the Management of public interventionist agencies should raise awareness among employees about the potential negative impact of self-defeating humour on their well-being and resourcefulness. Training programs on communication skills, self-awareness, and emotional intelligence can help employees understand the consequences of self-defeating humour and encourage them to adopt more resourceful communication styles.

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