Spirituality and Humor: Tools for Reducing Employees' Turnover Intentions

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Abstract:

The purpose of this study is to analyze, whether humorous leadership and workplace spirituality can influence the employee cynicism thus overcoming the employee's turnover intentions. A survey was conducted on service and manufacturing sector of Pakistan, and a total number of 310 respondents participated in our research. CFA and SEM test were used to analyze the data. The results of our analysis supported our model that employee cynicism significantly mediates the relationship between humorous leadership and workplace spirituality on employee turnover intention. Employee turnover intentions can be minimized by humorous leadership and workplace spirituality, but due to employee cynicism, the effect of humorous leadership and workplace spirituality on employee turnover intention might be diminished. Limitations are highlighted and future indications are also identified.

Index Terms: *Humorous leadership; workplace spirituality; employee cynicism; employee turnover intention; organization; employees; leader*

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1- Introduction

1.1-Background

In this era, the human resource is one of the most important pillars of an organization specifically for gaining an edge over your competitors (Poojitha & Rama Devi, 2012). The founder and CEO of Limited Incorporation, Leslie Wexner said that the employees are the strategic assets of an organization because they help organizations in growing and sustaining their positions. In the 21st century, the world has seen many changes in the corporate world due to globalization, workforce diversity, and advancement in technology. Organizations are trying to develop leadership styles that may influence employee's behavior (Avolio, Walumbwa, & Weber, 2009; Hiller, DeChurch, Murase, & Doty, 2011). Leadership is an interpersonal activity that has been studied by many researchers. According to Cameron and Dutton (2003), a lot of research has been carried out to explore about the capability of an employee to be involved in positive behavior. Leaders can inspire the behavior of subordinates and motivate the employees to work better. Moreover, when employees perceive

humor in an organization, they tend to work better and show more engagement in their work (Martin, 2001). The leader helps subordinates to work up to their full potential. Humorous leadership (HL) helps leaders to develop a culture in an organization that promotes interpersonal communication among employees thus reduce stress and increase trust in organizations (Decker & Rotondo, 2001). Likewise, workplace spirituality (WS) is another widely used concept that helps leaders to develop principles which promote leader subordinate's relationship, and these relations are purely based on honesty and trust (Kaiser, 2015). Spirituality at workplace gives rise to the personal development of an employee, learning new things and searching the meaningful purpose. Successful organizations like Hewlett-Packard and Ford Motors developed spirituality at the workplace to enhance their performance (Gull & Doh, 2004). When employees are provided with supportive culture, they become committed to their organization. (Shamir, House, & Arthur, 1993).

1.2-Problem Statement and proposed solution

Aziz, Shahzadi, Awais, Hasnain, and Rahat (2017), highlighted some of major problems faced by Pakistan's organization. One such problem is employees' cynicism. It is one of the major problems faced by organizations for retaining their employees. According to Dean, Brandes, and Dharwadkar (1998), cynicism is defined as the negative attitude That one holds for his or her organization. Cynicism leads toward an increase in turnover intentions as the employees believe that organization always work for its own benefits (Ajzen, 1985). Subordinates' actions are influenced by the behavior of the leader, and leadership is one of the most important aspect of the organization.

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Humorous leadership will be helpful for leaders, managers and other top-level executives in shaping the work environment of the organization. It will be beneficial for the company in overcoming employees' cynicism and turnover intentions. Leader's sense of humor minimizes the depression, anxiety, negative feeling, and stress. It also enhances the level of satisfaction and the happiness of the employees (Decker & Rotondo, 2001; Lefcourt et al., 1995; Martin, 2001). The sense of humor of a leader also leads towards the effectiveness of organizations' environment. Humorous leadership helps employees to work better and coordinate effectively within the organization. Workplace spirituality is another concept that helps the organization to overcome deviant behavior of employees which includes burglary and deception. These issues affect the organization's economic growth and competitive advantage (Kamil, Ali Hussain, & Sulaiman, 2011; Sulaiman & Bhatti, 2013). Therefore, every organization needs to develop humorous leadership and workplace spirituality to overcome those problems that have fatal results on the organizational performance and employees' turnover intentions.

1.3-Purpose

This study intended to check the effects of humorous leadership and workplace spirituality on the employee turnover intentions through the mediating role of employee cynicism. Data was collected from manufacturing and services sectors of Pakistan. For generalizing our findings on a wider population, we collected data from several cities of Pakistan. This paper is organized as follows: literature review covered in section 2, section 3 will describe the appropriate methodology, and section 4 will present data analysis and discussion of results whereas, section 5 will present conclusion.

2- Literature Review

The explanation of each variable and their relationship with other variables is discussed below.

2.1- Humorous Leadership (HL)

Humor is a widely used concept for a decade or so in the field of 'personality psychology' and 'health psychology' (Nelson & Cooper, 2005; Overholser, 1992). It has become an essential part of interpersonal interaction within groups. Humor is used in many fields of human life and workplace is one of them (Sebat et al., 2007). As it is used as a stress reliever at workplace by many organizations. (Lefcourt et al., 1995; Martin, 2001). Humor is used by the leaders to build an effective understanding between them and their subordinates. According to the research conducted by Martin, Puhlik-Doris, Larsen, Gray, and Weir (2003), there are four styles of humor; two are positive and two are negative. Positive dimensions are focused on affiliation and self-enhancing, while negative

represents the dark side of humor as it is focused on self-destruction and aggressive style of humor. Humorous leadership plays an important role in overcoming difficulties easily and works as a morale booster for the subordinates at the workplace (Dyck & Holtzman, 2013; Martin et al., 2003). Humor helps leaders in shaping the work environment the way they think that will be beneficial for the subordinates but it depends upon the engagement of subordinates in their work (Decker & Rotondo, 2001). According to Leader-Member Exchange (LMX) theory, subordinate's actions are influenced by the leader-member relationship. LMX theory also indicates that when the relationship of subordinates and leader is purely based on faith, respect and ethical responsibilities then leader provides a positive environment to their subordinates and helps them in their tasks (Graen & Uhl-Bien, 1995).

2.2- Workplace Spirituality (WS)

According to Mitroff and Denton (1999), Spirituality can be defined as basic sense of a person that helps him or her to remain connected to oneself. But spirituality makes its way into the corporate world where it relates to the values and norms of the organizations that serve a more beneficial purpose than that for which the purpose is initially created. It results in better understanding of leader and subordinates, and the relationship which is made will surely be based on honesty, loyalty and mutual respect (Kaiser, 2015). Several studies conducted on workplace spirituality concluded that the employees who perceive workplace spirituality in their organization, perform far better than the firms which do not perceive workplace spirituality (Duchon & Plowman, 2005). The concept of workplace spirituality understood from three perspectives. Firstly, individual spirituality: one relates and actualizes his or her performance with an ideal. Secondly, organizational values: it is a framework that facilitates employees to help each other and provide a new sense of happiness and belongings with them. Thirdly, integrated level: interaction of individual and organizational values is reflected through the workplace spirituality (Kolodinsky, Giacalone, & Jurkiewicz, 2008; Komala & Ganesh, 2007).

2.3- Employee Cynicism (ECN)

Employee cynicism defined as the negative perception that the employee holds about his or her organization (Aziz, Awais, Hasnain, Arslan, & Rahat, 2017). The negative attitude comprises on three dimensions. Firstly, the employee thinks that the company lacks integrity. Secondly, negative affiliation developed towards the organizational beliefs, and thirdly they will show aggressive behavior towards the organization (Dean et al., 1998). According to Ajzen (1985), cynicism is an attitude which is comprised on the beliefs and effect. Employees think that the organization lacks honesty in their decision making

which leads towards frustration and hopelessness. These types of employees are called cynical employees and they have strong belief that the organization always works for its benefits while ignoring the welfare of workers (Andersson, 1996; Davis & Gardner, 2004). It results in lack of trust in management, selfish behavior with their colleagues, and show bad performance (Andersson, 1996). Cynicism will result in adverse effects on the organization as it is a one-sided belief that company lacks integrity (Mirvis & Kanter, 1991).

2.4- Employee Turnover Intention (ETI)

Focusing on the grounds of employees' turnover intentions is one of the most important literature in recent studies. Many studies which have carried out to analyze the effect of turnover intention, found that the employees mostly leave their jobs due to financial rewards, emotional insecurity, and emotional burnout (Chang, Wang, & Huang, 2013; Heavey, Holwerda, & Hausknecht, 2013; Olafsen, Halvari, Forest, & Deci, 2015). Employees leave their jobs either voluntarily or non-voluntarily. Voluntarily turnover means employees are themselves willing to terminate the relationship of employer and employee due to lack of trust. Whereas non-voluntarily turnover means when employer terminates the employee due to bad performance. As far as this research is concerned, we will only focus on voluntarily turnover (Dess & Shaw, 2001). Employees voluntarily leave their organization and terminate the relationship immediately when they feel that they are mentally and emotionally tortured (De Gieter, De Cooman, Hofmans, Pepermans, & Jegers, 2012; DeConinck & Stilwell, 2004; Williams, McDaniel, & Nguyen, 2006). Emotional and mental exhaustion disrupts the employee interpersonal skills (Maslach, 1978). Such ways are used to harm the employees mental and psychological health (Ducharme, Knudsen, & Roman, 2007; Wharton, 1999).

2.5- HL and ECN

Humorous leadership is a concept in which leader modifies the work environment which will be beneficial for its subordinates. Humorous leadership eliminates the negative thoughts of employees about their organization (Dean et al., 1998). According to Gkorezis, Petridou, and Xanthiakos (2014), humorous leadership has a negative relationship with employee cynicism. Similar results were also found in the research of (Decker and Rotondo (2001); Pundt & Herrmann, 2015) that positive relationship with employees, results in lower employee cynicism. Thus,

H1: HL will have a significant negative influence on ECN

2.6- HL and ETI

Humorous leadership (HL) is a significant supporter for communication, stress reliever and creativity of the group (Morreall, 1991). Whereas, employee turnover intention (ETI), refers to terminate the relationship of employer and employee voluntarily. HL can work as the remedy for the ETI as the employee wants respect more than the monetary rewards (Grant, Parker, & Collins, 2009). According to Mossholder, Settoon, and Henagan (2005), the stronger the interpersonal relations of employee and leader, the lesser chances of subordinate to leave the organization. These results also proved by (Maertz and Campion (2004); Maertz Jr & Griffeth, 2004). It means HL is negatively associated with ETI. Thus,

H2: HL will have a significant negative influence on ETI.

2.7- WS and ECN

According to Andersson (1996), ECN is an attitude which is developed upon frustration, disbelief, and hopelessness thus developing negative thoughts about the organization. Workplace spirituality is the set of beliefs and norms that can helps leaders to develop a platform that is helpful for its subordinates, and promote a sense of understanding within the group (Giacalone & Jurkiewicz, 2003). According to Conditions and Excellence (2008), WS can be used as an antidote to overcome the negativity from the subordinates as it provides them an environment to change and develop a sense of respect for others. Kim and Seidlitz (2002), believed that spirituality makes cynic people less vulnerable to difficulties and help them to overcome their negative thoughts.

H3: WS will have a significant negative influence on ECN.

2.8- WS and ETI

Workplace spirituality refers to the term in which employees considered themselves connected to the people they are working for and feel passionate about their work. Employee turnover can be defined as the number of employees who left their jobs. Several researchers proved that workplace spirituality and employee turnover intentions are negatively correlated as workplace spirituality increases, employee turnover intention decreases (Crawford, Hubbard, Lonis-Shumate, & O'Neill, 2008; Giacalone & Jurkiewicz, 2003; Hong, 2012; Milliman, Czaplewski, & Ferguson, 2003). When employees feel comfortable in the organizational environment, they are less likely to leave. Thus, WS has a negative influence on ETI.

H4: WS will have a significant negative influence on ETI.

2.9- ECN and ETI

Employee cynicism is the negative perception one holds for the organization. ECN is a one-sided perception developed through frustration and distrust. Employees leave their jobs when they feel it is beyond their control thus increases in employee turnover. ETI is a behavioral attitude of an employee

towards leaving the job. According to Tett and Meyer (1993), employee cynicism is the main reason why employees leave their jobs. Turnover intentions developed through lack of trust and motivation (Rehman, Karim, Rafiq, & Mansoor, 2012). Employees' cynicism will increase the employee turnover intentions. Thus,

H5: ECN will have a significant positive influence on ETI.

2.10- HL & ETI mediating effect of ECN
According to Johnson and O'Leary-Kelly (2003), employees leave their jobs when they are emotionally exhausted. However, due to employee cynicism, negative feelings develop in employees resulting in job burnout and emotional exhaustion. In this case, leaders' role becomes very important as they are the representatives of every organization. So, leaders' attitude probably affects the behavior of employees. Hence, developing humorous leadership styles in an organization is an excellent foundation to lower the employee's cynicism thus resulting in lower employee turnover intentions (ETI) as employees will be more committed to their jobs. Previous researchers also found that employee cynicism mediated a relationship between HL and ETI (Evans, Goodman, & Davis, 2010; Johnson & O'Leary-Kelly, 2003) So,

ECN significantly mediates the relationship between HL and ETI.

H6: ECN will significantly mediate the relationship between HL and ETI.

2.11- WS & ETI mediating effect of ECN
ETI refers to terminating the relationship due to frustration, anxiety and lower employee's morale. There are some other reasons of employee turnover intention such as; when employees are low in confidence or organizations are not providing them the environment where there are equal opportunities and when the interaction between employees is not efficient. It leads to the emergent of negative feelings in employees (Alexander, Bloom, & Nuchols, 1994; Rehman et al., 2012) thus, employee turnover increased. However, when an organization develops spirituality at the workplace, employee's interaction level enhances with others. This lead to the higher performance of employees. So, WS will lower the ECN by providing a positive environment to its subordinates thus resulting in lower ETI (Giacalone & Jurkiewicz, 2003; Kim & Seidlitz, 2002; Milliman et al., 2003).

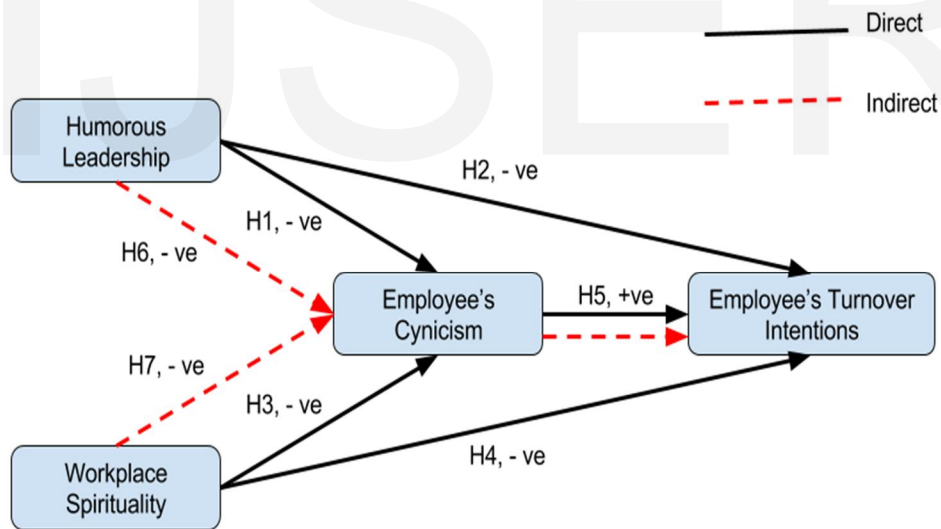*H7: ECN will significantly mediate the relation between WS and ET*

Figure 1.1 Theoretical Framework

2.12- Research Framework
The theoretical framework of this research is shown in (Figure 1.1). It shows the relationship between independent, mediator and dependent variables. Humorous leadership and workplace spirituality used as independent variables, employee cynicism is used as the mediating variable whereas, employee turnover intention is a dependent variable. By using this framework, above mentioned seven hypotheses are developed. To check

the mediating effect, hypotheses H6 and H7 are formed. Whereas H1, H2, H3, H4, and H5 hypotheses are designed to test the direct relationship between HL, WS, ECN, and ETI.

3- Methodology
The following is the measure of how this research has been designed.

3.1- Population and Sample

The respondents of this study were both from service and manufacturing sector of Pakistan covering diverse areas like banking, education, manufacturing, telecommunication and food & beverages. The philosophy of this research was positivism as we remain unbiased in the results. The deductive approach was used, and the method was quantitative. Data collected once, and the sampling technique was non-probability convenient. An online survey was used to collect data. Initially, 500 respondents were contacted, but only 363 responded back after they were provided a link to the questionnaire. After the final screening, it was found that just 310 responses have been filled appropriately.

3.2- Measures

The Questionnaire of this research comprised of two sections which were demographics and scale variable. In demographic part, we collected data on age, gender, industry, experience, and education. While in the second section, to test the scale variables, a 5-point Likert-scale was used ranging from (1=strongly disagree to 5= strongly agree). The variables of this research were humorous leadership (HL), workplace spirituality (WS), employee cynicism (ECN) and employee turnover intentions (ETI). Humorous leadership and workplace spirituality used as independent variables, employee turnover intention (ETI) used as a dependent variable. Furthermore, employee cynicism used as a mediator.

3.2.1- Humorous Leadership

Humor is an essential part of today's workplace in the current era. Humorous leadership was measured on a scale developed by (Martin et al., 2003). It includes both positive (affiliative & self-enhancing) and negative humor (aggressive & self-defeating) of leader. One sample item is, "my supervisor laughs and jokes a lot with his/her office colleagues." We asked employees to give their responses about the nature of the leader. The value of Cronbach's alpha was 0.91.

3.2.2- Workplace Spirituality

To measure workplace spirituality, we used a scale developed by (Ashmos & Duchon, 2000; Brown & Ryan, 2003; Duchon & Plowman, 2005). There were four dimensions of WS about which the questions were asked by our respondents, and these are compassion, mindfulness, meaningful work and transcendence. We received responses from employees about their cooperative behavior at the workplace. The value of Cronbach's alpha was 0.879.

3.2.3- Employee Cynicism

Employee cynicism measured through a scale developed by (Brandes, Dharwadkar, & Dean, 1999). It was measured as the

company lacks truthfulness. The sample item includes, "my organization expects one thing from the employees and rewards others." The Cronbach's alpha was 0.887.

3.2.4- Employee Turnover Intentions

In this era, employees leave their jobs more frequently. For investigating the reasons for employee turnover intentions, a scale used that was developed by (Meyer, Allen, & Smith, 1993). To measure ETI, we asked respondents to share their experience about what they think about leaving their jobs. One sample item was "I am looking forward to quitting my present job." The Cronbach's alpha was 0.765.

4- Data Analysis

During data collection stage, we collected demographic data of the respondents. This includes age, gender, experience, and industry. Our findings show that out of 310 respondents, 245 (78.8%) were male while remaining 66 were females which comprised of 21.2%. Around 20 % respondents were aged 25 years or less, 75 % were between 26-35, 3 % were between 36-40 years and 5 % were over 40. Around 38% respondents had experience between 1-3 years. Mostly respondents belonged to education industry (119), while in banking (39), telecom (14), manufacturing (39), Food & Beverages (35) and others were 67.

Table.1 Level of Education

Qualification	Respondents	Percentage
Bachelors	66	21.2
Masters	188	60.5
M.Phil. / MS	11	3.5
PhD	25	8
Professional Degree	21	6.8

Above table.1 depicts that most of the respondents were holding master qualification and least had a professional education. To carry out the analysis of this research, we used two software named as SPSS and AMOS. To conduct descriptive data analysis (mean, standard deviation, alpha) and for analysis of association (correlation), we used SPSS software. While we used AMOS for confirmatory factor analysis, structural equation modeling, composite reliability, and average variance extracted.

4.1- Results

Table 3 gives descriptive statistics of independent and dependent variables. A total number of sample values were 310. The mean values lie between "2.9995 to 3.7653," and standard deviation values lie between ".36691 to .68800". This indicates that data is almost normally distributed with a slight shift towards more satisfaction.

Table 2. Factor loadings, CR, AVE, Alpha

Description of scale item	Standardized factor loading
Humorous Leadership: CR = 0.843[a]; Cronbach a = 0.91; AVE = 0.625[a]	
HL1. My supervisor usually laughs or jokes around with other people.	0.732
HL2. My supervisor easily makes other people laugh.	0.743
HL3. My supervisor makes other people laugh by telling funny stories about him/her.	0.762
HL4. My supervisor laughs and joke a lot with his/her office colleagues	0.755
HL5. My supervisor likes to tell jokes or amuse people.	0.782
HL6. My supervisor enjoys making people laugh.	0.723
HL7. My supervisor often jokes around with his/her friends.	0.822
HL8. My supervisor usually thinks of witty things to say when he/she is with other people.	0.796
HL9. If I am feeling depressed, my supervisor usually cheers me up with his/her humor.	0.772
HL10. Often, my supervisor helps me in amusing the absurdities of life.	0.787
HL11. If I am feeling upset or unhappy, my supervisor usually tries to think of something funny about the situation to make me feel better.	0.811
HL12. My supervisor's humorous outlook on life keeps me from getting overly upset or depressed about things.	0.726
Workplace Spirituality: CR = 0.774; Cronbach a = 0.879; AVE = 0.722	
WS1. I can easily put myself in other people's shoes	0.727
WS2. I am aware of and sympathize with others.	0.841
WS3. I try to help my co-workers relieve their suffering.	0.848
WS4. I am aware of my co-workers' needs.	0.863
WS5. I do jobs or tasks automatically after being aware of what I am doing.	0.799
WS6. At the job, I pay attention to work.	0.788
WS7. At work, I do not break or spill things because of carelessness.	0.792
WS8. I do not rush through work activities.	0.827
Employee Cynicism: CR = 0.792; Cronbach a = 0.887; AVE = 0.657	
ECN1. In my organization people say one thing and do something else.	0.774
ECN2. When I think about my organization, I feel anxiety.	0.800
ECN3. My organization expects one thing from the employees and rewards others.	0.708
ECN4. When I think about my organization, I experience aggravation.	0.839
ECN5. I criticize practices and policies of my organization to people outside the organization.	0,833
ECN6. When I think about my organization, I experience tension.	0.798
Employee Turnover Intention: CR = 0.765; Cronbach a = 0.948; AVE = 0.675	
ETI1. I hope to find a new job next year.	0.799
ETI2. I am always thinking about quitting my current job.	0.822
ETI3. I am planning to quit my job.	0.832
ETI4 I am looking forward to quitting my present job.	0.786
ETI5. I am not thinking of quitting my present job (reverse-scored).	0.797

CR=composite reliabilities; AVE = average variance extracted.

Table.3 Mean, Standard Deviation

Variables	N	Mean	Standard Deviation
HL	310	3.2055	.58401
WS	310	3.7653	.36691
ECN	310	2.9995	.65661
ETI	310	3.0064	.68800

A correlation statistic was run in SPSS to check the correlation between the variables and found the results showing in Table 4. It shows that there is a positive association between HL and WS (0.251, p<.01). On the other hand, WS has a negative correlation with ECN (-0.27, p<0.05) and ETI (-0.16, p<0.01) which shows that when WS increases in an organization, it will result in a decrease of 27% of employee cynicism and also result in a decline of 16.1% in ETI. However, ECN shows a positive relationship with ETI (0.39, p<0.05). When employee cynicism is increasing in an organization, employees tend to terminate the relationship and thus increase the turnover intentions up to 39.6% (see table 4). We used AMOS 21 to analyze and extract factor loadings of both IVs and DV. It presented the relationship between the items of each variable and defined how much problem it is covering. Its standard value must be higher than 0.7. We removed items that had loading values less than 0.7. We removed 3 items from HL, two from WS, two from ECN, and none from ETI.

Table.4 Correlations

	No. of Items	HL	WS	ECN	ETI
HL	15	1	.251**	-.18**	-.21**
WS	10	.251**	1	-.27*	-.161**
ECN	8	-.18**	-.27*	1	.396*
ETI	5	-.21**	-.161**	.396*	1

. Correlation is significant at the 0.01 (2-tailed); *. Correlation is significant at the 0.05 (2-tailed).

Humorous leadership has a negative association with employee cynicism. HL also shows a negative association with ETI. The value of correlation coefficient (0.18) shows a weak association between the two variables. AMOS and Excel were used to check the composite reliability of the research model. The value of CR for ECN was 0.792, 0.843 for HL and So on.

This shows that findings of the research are reliable. Average variance extracted shows the discriminant validity. It is a measure of the amount of variance that is captured by a construct in relation to the amount of variance due to measurement error. The standard value of average variance

was 0.5. Our findings show that values of all variables was 0.5 and higher which is proved by (Fornell & Larker, 1981). The value of Cronbach's alpha depicted the consistency of the questions (see table 2).

4.1.1- Model Fitness
We used AMOS to apply confirmatory factor analysis to test the model fitness. Firstly, we checked the value of CMIN/DF which was less than 3. This is presented in Table 5 as 2.590.

Table.5 Model Fitness

	CMIN/DF	GFI	IFI	CFI	RMSEA	RMR
Theoretical Model	2.590	.925	.930	.943	.042	.005

The value of GFI, IFI. NFI and CFI were higher than 0.9, and RMR was less than 0.06 whereas, RMSEA was less than 0.08. All values given in Table 6 conformed to the requirements of CFA

4.1.2- Analysis of hypothesis
We used structural equation modeling to represent regression equation into the graph. Our analysis and findings show that HL has 0.42 direct negative effect on ECN and have 0.461 negative effect on ETI. Whereas, WS has the direct negative impact of 0.39 on ECN and 0.29 effect on ETI. However, ECN has a direct positive impact of 0.41 on ETI. On the other hand, HL will negatively affect the ETI (0.206) through the mediating effect of ECN. WS will 0.19 negatively affect the ETI through the mediation of ECN as shown in Table 6.

Table.6 Structural Equation Modelling

	Variables	ECN	ETI
DIRECT EFFECTS	HL	-.42*	-.461**
	WS	-.39*	-.29*
	ECN	-	.41*
INDIRECT EFFECTS	HL & ECN	-	-.206**
	WS & ECN	-	-.19**
* For significance level of 0.05 & ** for 0.01			

The direct effect of humorous leadership and workplace spirituality is more than the indirect impact on ETI because employee cynicism is used as a mediator that will lower the effects of HL and WS on ETI as ECN is the negative feelings of employees and have a positive impact on ETI.

5- Discussion and Findings
This research was conducted to check the influence of humorous leadership and workplace spirituality on the employee turnover intention through the mediating effect of

employee cynicism. Several studies conducted shows that employee's behavior can be affected by the leadership styles. (Dean et al., 1998). The findings of this research support the theoretical work of previous studies as discussed in the analysis section. These results will be helpful for the organization to take into observation the importance of humorous leadership and workplace spirituality to control over the employee cynicism and employee turnover intentions.

Humor is related to energetic workplace functioning. According to Martin (2001), leaders use humor either positive or negative, but this leads towards the effective interpersonal relationship between leaders and subordinates. The findings of this research suggest that when leaders use humor while communicating with their employees, it enhances the performance of employees. Thus, eradicating the negative feelings about an organization and reduces the cost related to withdrawal, job burnout and poor mental health conditions of employees that a firm could bear. Previous researchers also found the same result that HL has direct negative effect on ECN (Decker & Rotondo, 2001; Lippitt, 1982; Marks, Mathieu, & Zaccaro, 2001; Masten, 1986; Pundt & Herrmann, 2015). These results also have been proved by Southwest airline when they developed humorous leadership in their organization, it resulted in enhanced performance and overcoming the employee cynicism (Cooper, 2005).

Humorous leadership influences the behaviors of employees and change their perception about their organization and motivate them. Humorous leadership minimizes the employee turnover intention as proved by our research and other previous studies (Ford, McLaughlin, & Newstrom, 2003; Hemsath & Yerkes, 1997; Karl, Peluchette, Hall-Indiana, & Harland, 2005; Maertz & Campion, 2004). Our study proves the hypothesis that HL has direct negative effect on ETI. These results also proved by telecommunication firms where manager use humor with employees thus, creating a positive environment which helps employees to work more efficiently with their coworkers and eradicating the intention to quit.

Workplace spirituality is an essential factor that included in our research. Spirituality can be observed as an individual characteristic that can counter negative feelings into positive or the environment that can convert negativity into positivity or productive behaviors that can minimize employee cynicism (Fodchuk, 2007). Spirituality help employees to counter their negative feelings. Therefore, our study found that WS has direct negative effect on ECN and these results support our hypothesis. Previous studies conducted to check the impact of WS on ECN also found the same results (Ashmos & Duchon, 2000; Sulaiman & Bhatti, 2013). It has also been observed that when organization separate employees from spirituality, they

tend to involve in negative activities and thus increases cynic attitudes in employees. However, when an organization develops spirituality, employees' negative feelings decrease (Adawiyah, Adawiyah, Pramuka, & Pramuka, 2017).

Workplace spirituality in an organization helps employees to interact effectively within the premises of the organization. Spirituality is used to eliminate employees' turnover intentions, if an organization provides an efficient work environment. Our study proposed that WS has a negative effect on ETI. Similar to previous research, our results were reliable to the work of (Crawford et al., 2008; Giacalone & Jurkiewicz, 2003; Hong, 2012; Milliman et al., 2003). They anticipated that WS has a direct negative effect on ETI.

Our study proposed that employee cynicism has a direct positive influence on employee turnover intention. The results of this study accepted the proposed hypothesis.. These findings are also proved by the previous researchers, like when an employee gets frustrated, and organization is not providing equal opportunities, it will lead to increase in turnover intentions (Alexander et al., 1994; Rehman et al., 2012; Tett & Meyer, 1993). In a banking sector employee's burden of work and stress level is higher than the rewards and it leads towards the boost of frustration thus, increasing turnover.

Our research results depict that ECN will significantly mediate the relationship between the two independent variables which are HL and WS, and dependent variable which is ETI. Our results represent that ECN has a direct positive effect on ETI because employees leave their jobs when they are emotionally exhausted and do not have trust in their organization. The mediating results also supported by previous studies (Chiaburu & Harrison, 2008; Riggle, Edmondson, & Hansen, 2009; Tett & Meyer, 1993). Organizations can minimize the employees' turnover intentions by humorous leadership and workplace spirituality as discussed earlier but in this case, as employee cynicism mediates the relationship, so ECN will lower the effect of HL and WS on ETI. These finding also proved by (Johnson & O'Leary-Kelly, 2003; Milliman et al., 2003).

6- Conclusion

In this era of advancement, the human resource is considered as an essential pillar of the organizations because employees help firms to gain and retain a competitive edge. When companies do not work for the betterment of the employees, it leads toward the development of one's negative feelings about the organization, and employees believe that organization always works for its goals, thus employee turnover increased. This research provides a pragmatic indication that humorous leadership and workplace spirituality play a pivotal role in the

betterment of the organizations, and influence the behavior of employees. This study indicates that WS and HL have direct negative impact on ECN and ETI. However, ECN has a direct positive effect on ETI. Therefore, leaders should develop humor in their style while communicating with subordinates. Organization should mold the culture that helps employees to work more efficiently and to avoid problems like cynicism and turnover.

7- Limitations & Future Research Areas

The present study has some limitations, which future researchers can use for further research. This study was conducted in the context of Pakistan, and the results here can be different from other countries due to cultural differences. Furthermore, the formal or informal rules and regulations may be different from what we have experienced in this study as every state has its own set of rules. So future researchers can select developed and developing countries and compare the results. We collected data only once, so we do recommend future researchers to collect data at different time span. Interviews can also be conducted to know the real feelings of the respondent. Personality dimensions can be used as a moderator to study the effect because people's personality traits can influence the results.

8- References

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