

Learning from Fun Leadership Experiences

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The low appeal of nursing is currently a challenge in Finland and many other countries. Retaining factors that would keep nurses within the field have been discussed, as have attracting factors that would draw new workers to the field. Finnish discourse often focuses on the heaviness of nursing, shift work, bad leadership and low work wellbeing. The last can be influenced by many things, such as the use of humor. Workplaces can learn to use positive humor, which raises spirits and increases a sense of community. The purpose of this study was to survey fun workplace experiences in the social and health care field and what was learned from them. As there has been little research on the use of humor in social and health care work in Finland, the aim of this study is to increase knowledge and discussion of the topic. The study was conducted in 2016-2017 by collecting narratives (N=34) from master's degree students in Leadership. The data were analyzed through inductive content analysis. Fun experiences in personnel leadership showed and reinforced social capital and a sense of community at the workplace. The sense of community included developing workplace community skills, maintaining a sense of togetherness, advancing workplace well-being and doing activities, spending time and using professional skills together. Learning from fun experiences through reflection was formed from leadership that increases workplace well-being. This consisted of four categories: reinforcing a fun work atmosphere, reinforcing togetherness, appreciative leadership and the multiplicity of the supervisor's role. Positive humor can be used to advance workplace well-being and personnel retention.

Keywords: leadership, humor, work well-being, experience-based learning, Finland

Introduction

The nurse shortage of the Finnish social and health care field has become a major challenge that has not yet been overcome. Nursing is seen as hard and underpaid work, an opinion that has only become more common as nursing has become more burdensome because of the COVID-19 pandemic. The social and health care field must increase not only its attractiveness, but also its ability to retain nurses.

Workplace humor, joy and fun have also been studied by Goswami et al. (2016). According to their study, supervisors' use of positive humor increased their subordinates' positive feelings at work and increased their commitment to work. Supervisors' use of transformational leadership style strengthened the connection between their positive humor and their subordinates' positive feelings. Hughes and

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Avey (2009) have also shown a connection between transformational leadership and subordinates' commitment to their organization, trust-building and work satisfaction. Supervisors who use transformational leadership are assumed to use more humor than other supervisors.

Satisfied employees achieve good results, which leads to the success of the organization. Central features of successful workplace communities are openness, trust, bravery, honesty, active communication and a positive atmosphere. In healthy workplace communities, the members are able to influence things and topics are discussed regularly, openly and honestly, which increases members' sense of belonging to the community (Laaksonen 2008, p. 128). These factors increase worker retention.

Positive humor can be used at the workplace to lighten even heavy days, to aid the expression of feelings, make handling difficult things easier and to repair and build relationships. Workplace atmosphere depends on interpersonal relationships and the chemistry between people. By improving workplace atmosphere, it is possible to create a dynamic community that enables individuals' creativity and innovativeness. It is also possible to meet co-workers during leisure time, breaking official hierarchies and thus creating new connections (Khalili 2016, Fluegge-Woolf 2014). Green et al. (2014) found that supervisors can even affect the quality of care by improving workplace atmosphere.

This article discusses fun situations related to personnel leadership in the social and health care field and learning from them. The respondents were professionals in the field who were studying leadership and would graduate to work as supervisors.

Literature Review

The Use of Humor at Work

Humor is famously a difficult skill that requires social awareness and emotional intelligence, as fun and humor mean different things to different people (Plester et al. 2015). The benefits of humor in increasing general well-being have been well-known for a long time, and workplace humor in particular has been connected to better performance, work satisfaction and a sense of togetherness. Humor has also been found to have a positive effect on health, managing work-related stress, easing exhaustion and worker retention (Mesmer-Magnus et al. 2012, Goswami et al. 2015). Humor also serves functions such as building and maintaining collegiality and good relationships (Holmes 2006, p. 26). Humor can also be seen as a leadership tool that can be used to reach positive results for the organization (Wijewardena et al. 2010).

Moake and Robert (2021) have studied the effects of men and women's use of humor from the perspective of social latitude, gender and formal organizational status. Their results show that using humor is riskier for women than men, especially if they are in low positions. The use of aggressive humor by women in low positions led to more negative perceptions compared to the use of aggressive

humor by women in high positions. There was no such difference in reactions to men's use of humor based on their positions. The use of humor by women in higher positions was accepted when it was positive, benevolent and accepting (affiliative). Their results suggest that women in lower positions have less latitude in their use of humor than women in higher positions (Moake and Robert 2021).

Neves and Karagonlar (2020) have focused on the influence of supervisors' style of humor on their subordinates' performance. They suggest that supervisors should be trained to use beneficial styles of humor such as affiliative and self-enhancing styles. They also emphasize that detrimental styles should not be tolerated at all. Peng et al. (2020) have studied the effect of supervisors' use of humor on their subordinates' creativity. According to their results, organizations should consider their supervisors' use of humor in the long term, so that they can create a relaxed and harmonious atmosphere, which improves creativity.

Often certain colleagues understand each other's humor better than others because of their similar senses of humor (Mesmer-Magnus et al. 2012). This is entirely natural, as people are different and form connections easier with certain people. We can also identify people who laugh and are generally more amused than others (Mesmer-Magnus et al. 2012). Such people's company is often actively pursued, as their laughter and positivity can be infectious. They are good at seeing the good and amusing side in events, which makes them eager to express their positive emotions. There are also people at workplaces who produce moments of humor and laughter by communicating in an amusing way (Mesmer-Magnus et al. 2012). These employees have the ability to present things in a humorous fashion and they enjoy making others laugh. They can also lighten difficult situations through humor, which helps everyone in managing their stress and handling difficult topics.

Fun situations at the workplace offer individual staff members refreshing breaks, which have positive effects and increase commitment to the organization and work goals (Plester and Hutchinson 2014). Humor can also be used to positively influence team productivity, personnel development and group processes such as efficient information sharing, goal formation and emotion management (Romeron and Pescosolido 2008). A clear connection has been found between humor and innovation. Employees whose supervisors used humor more often saw themselves as more innovative than did employees who saw creativity and innovation as requirements at their work (Pudt 2015).

Employee humor has been shown to have a positive effect on health, coping with work-related stress and work efficiency (Mesmer-Magnus et al. 2012). Humor between employees from two different organizations was studied by Charman (2013), who found that humor was a central factor in the work relationship between police officers and ambulance staff. Humor was used to manage the demands of work and to strengthen group values and the common bonds between the two groups. Humor can be used to serve many functions at work, one of which is advancing a sense of collegiality. One of the most important uses of humor is building and maintaining good relations with coworkers (Holmes 2006, p. 26, Mesmer-Magnus et al. 2012, Cooper 2008).

A positive, genuine sense of fun can be a sign of a healthy organization (Georganta and Montgomery 2019), which can be used to create more productive and harmonious workplaces (Plester et al. 2015). A fun work environment increases employee commitment and productivity (Fluegge-Woolf 2014), increases camaraderie and aids in reaching a flow state (Plester and Hutchison 2014). A sense of fun may also increase feelings of belonging, acceptance and togetherness and improve teamwork and efficiency (Georganta and Montgomery 2019).

In summary, the use of positive humor at the workplace level creates and maintains relationships, strengthens group values, increases efficiency and improves employee commitment to the workplace community and its goals. On an individual level, humor releases tension, increases innovation, refreshes and helps manage the demands of work by improving health. Humor can also be used to interpret events, handle difficult matters and express emotions. The use of humor increases positive emotions. It is clear that successful, positive humor has many useful effects on both the individual and workplace level, which is why all employees can be encouraged to use it.

Experiential Learning

The use of humor can be learned through the everyday experiences of each supervisor and subordinate. The theory of experiential learning dates to the 1930s. John Dewey (1859-1952) was one of the first to use the concept of learning by doing. He was a US pedagogist and one of the central developers and representatives of Pragmatism (Kolb 1984). The model of experiential learning was later developed by David Kolb. In his model, learning works through reflecting on concrete actions and experiences, which results in the theoretical understanding of phenomena and improved operating models. This process of learning emphasizes experiences, impressions and self-reflection (Kolb 1984).

Workplace learning can be formal learning, such as attending training, or everyday learning through various work situations (Nikolova et al. 2014). Hagar and Halliday (2009) define unofficial, everyday learning as goalless learning that happens in various situations and offers individuals both inner and outer benefits. Everyday learning is not tied to a time or place and can happen alone or in groups. According to Nikolova et al. (2014), everyday learning happens through reflection, experimentation and by learning from coworkers and supervisors. Workplace learning also improves organizational performance (Kleefstra et al. 2020).

Methodology

Materials and Methods

The purpose of this study is to survey the fun workplace experiences of master's degree students in social and health care leadership that are related to personnel leadership. The study questions are:

1. What are fun experiences in personnel leadership like?
2. What could be learned from fun experiences in personnel leadership?

There has been little research on the use of humor in the workplace in the social and health care field in Finland. The aim of this study is to increase knowledge and discussion of the use of humor in the field and to give development proposals on how to create fun situations and how to use humor at workplaces.

Target Group

The data were collected in 2016-2017 from master's degree students in social and health care leadership (N=47), who had at least three years of experience in the field. One third had a degree in social work and two thirds in health sciences (e.g., registered nurses, public health nurses, midwives, paramedics, physiotherapists, bioanalysts, radiographers). Approximately one third worked as supervisors.

Data

The study was presented to students orally during class and later textually on the electronic Moodle platform. The students submitted their responses electronically to a folder on Moodle, which could only be opened by the teacher. The students were asked to write a narrative according to the following instructions:

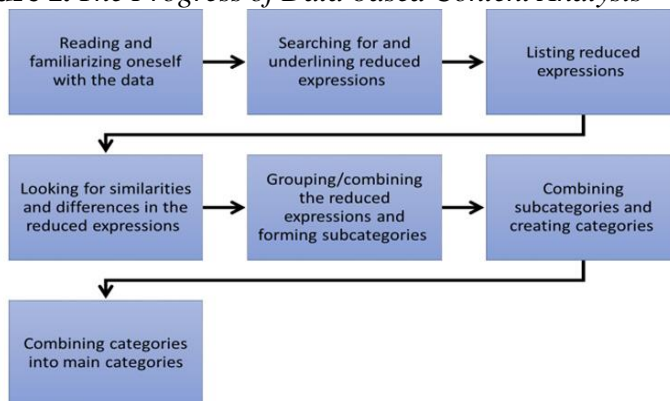
- Share one personal anecdote about a situation related to personnel leadership that you found fun. What did you learn from the experience?

The following additional guidelines were given:

- Write a narrative that contains a beginning (circumstances, actors, environment) middle (the event itself) and an end (how the situation was resolved or resolved itself). You can change the names of participants and narrate the event as a story. You do not have to share your own role. The event must, however, be something that genuinely happened and was witnessed by you, whether as a subordinate, supervisor, bystander or participant.

Data Analysis

The data were analyzed through inductive content analysis. The purpose of the analysis was to produce new information on what the respondents understand as humor and how humor is used in units of the social and health care field. The data were read through several times to obtain a full picture of their contents. The data were then reduced, grouped and abstracted (Figure 1) (Hiesh and Shannon 2005). Through analysis the phenomenon under study was described in a reduced and abstracted fashion that suited the study's aims and research scheme.

Figure 1. *The Progress of Data-based Content Analysis*

Source: Tuomi and Sarajärvi 2009.

One hundred seventy-three (173) original expressions relevant to the study questions were picked from the data. The data were then reduced by coding the chosen original expressions in a way that preserved their meaning. There were 196 reduced expressions, which were compared to discover expressions with similar contents. These were then grouped under subcategories, which were then given names that covered all the expressions placed under them. This resulted in 31 subcategories. The same process was then used to create eight categories from the subcategories, which were then used to create two main categories. The synthesis created through reduction, grouping and abstraction answers the study's aims and research scheme (Hiesh and Shannon 2005). Table 1 gives an example of the creation of subcategories.

Table 1. *An Example of the Creation of Subcategories*

Original expression	Reduced expression	Subcategory
<i>The head nurse wanted to change practices and to get the staff to participate in discussions. They wanted to create a more loose and open atmosphere. (18)</i>	Supervisor daring to act different	
<i>The project manager played the role of a blood sausage with lingonberry jam. Everyone laughed after the unveiling. (33)</i>	Supervisor daring to take on a different role	Supervisor's open-mindedness
<i>The workplace has a good atmosphere between staff and the supervisor enables their own participation in lightening the mood with their behavior (12)</i>	Supervisor's behavior lightening the mood	

Ethical Background and Reliability of the Study

The topic of the study is important to leadership and personnel well-being, and is thus significant even from the perspective of wider society. The study was conducted using good research ethical practices by following general honesty, accuracy and carefulness in all phases of the study. An attempt has been made to present the results of the study as openly as possible (Vilkka 2015, pp. 41–53). Permission for conducting the study was sought from the Tampere University of

Applied Sciences, with whom an agreement was made on the use of the research data. The original data are owned by the Tampere University of Applied Sciences. The participants were informed both orally and textually of the purpose and aims of the study and of its confidentiality and voluntariness. The data were copied electronically and protected by password to ensure no outsiders had access to them. After the study was finished, the copied data were destroyed.

The goal of scientific research is to produce new information of the studied phenomenon that is as reliable as possible. In assessing reliability, the goal is to assess the truthfulness of the information produced by the study. The criteria of reliability in qualitative research are credibility, confirmability, reflexivity and transferability. Credibility has been reinforced by reading the data several times to understand the perspective of those who participated in the study. Confirmability has been strengthened by describing the progress of the analysis as accurately as possible, so the reader may follow its logic and reliability. Reflexivity means ensuring the researcher is aware of their own starting points as the conductor of the study. After analysis, the researchers noted that similar results have been reached in earlier studies, which increases the study's reliability. To help assess transferability, this article describes the study's participants (Tuomi and Sarajärvi 2009).

Results

Fun Experiences in Personnel Leadership

The fun experiences written by social and health care field professionals were formed, through inductive content analysis, from the following four categories: *Togetherness, Openness and bravery, Appreciating and rewarding skills and Equality*. They formed the main category of *Strengthening community and social capital* (Table 2).

Table 2. *Fun Experiences in Personnel Leadership*

Subcategory	Category	Main category
Working together Spending time together Solving problems together Advancing work well-being	Togetherness	
Supervisor laughing at their own mistakes Supervisor's open-mindedness Supervisors' innovativeness	Openness and bravery	Strengthening community and social capital
Verbal rewards Monetary rewards Well-being benefits offered by employer	Appreciating and rewarding skills	
Experiencing equality Supervisor's participation as an equal Low levels of hierarchy	Equality	

Togetherness appeared in the responses as *doing* together. Most often the activities were related to something done outside of work, such as the work community's visits to a summer cabin, staff days, farewell parties, Christmas parties or training events.

"The yearly cabin trip. Everyone from the owner to the staff comes. We go through the year's return and events. Everyone gets to ask and comment. Then we develop something we'd agreed beforehand. We exercise and eat and drink well."

Togetherness was formed by spending time together freely outside of work and by talking about topics other than work. Using professional skills together was also seen as a fun experience in personnel leadership, as were situations involving skills and development. Developing work and training for new assignments involved joy and laughter. They also became annual traditions.

"Being together freely brings out new sides from people and learning to know them in different situations gives more perspective. Often fun experiences like these increase the sense of togetherness and improve cooperation."

Maintaining team spirit increased the sense of togetherness. For instance, experiences of the workplace community staying together even under challenging situations or the entire personnel, supervisors included, having experiences together strengthened team spirit. Some workplaces had so called "our things" that increased a sense of togetherness. Staff days, on which the employer arranges some fun event for the personnel, were seen as increasing a sense of togetherness. Most respondents mentioned staff days as doing so while also being fun experiences.

"You know those 'our things'? ... Every team has them or at least should have. Even better, it's great when the supervisor is part of it!"

One of the things forming openness and bravery was the supervisors' ability to laugh at their own mistakes. This does not mean self-mockery, but the ability to acknowledge one's own mistakes. An openminded supervisor can even succeed in activating the personnel to contribute more by breaking old ways of doing.

"To me it's always a fun experience when people, subordinates or supervisors, admit to, share, laugh at and learn from their own mistakes."

Supervisor's innovativeness was seen as a fun personnel leadership experience. Through their innovativeness the supervisor can, e.g., create a good atmosphere at the start of the day.

"The head nurse made coffee for everyone for the morning meeting and had often baked something. While drinking coffee we went through the day's work and finally the supervisor took out a book and read the day's poem."

Appreciating and rewarding skills included verbal rewards, which was thanks and recognition for a job well done. Other ways of appreciation included monetary rewards and well-being benefits offered by the employer. Rewards and appreciation were seen as part of personnel leadership.

“One fun experience I could mention is the last Christmas party arranged by our previous employer.”

“The company management decided to reward the employees with an extra bonus that was paid right before Christmas. The bonus was paid as a certain percentage of your income and the number was larger for those who received a lower wage.”

One of the things forming equality was experiencing equality with the supervisor in a situation where they participated in creating a fun atmosphere. Seeing the supervisor participating as one of the employees was seen as a fun experience.

“I came to the conclusion that fun personnel leadership at my workplace is having fun at work, and having supervisors as part of the fun. Our people don’t stop talking when a supervisor walks past. They join in on the talk and fun.”

Low levels of hierarchy were seen as fun experiences. One such example was a situation where hierarchies were discarded and work roles forgotten.

“The managing nurse was responsible for organizing the Christmas party and one of their tasks was planning and directing the Christmas play, where the roles were played by employees. While working on the play, a momentary humorous relationship developed between the supervisor and the subordinates. While making the play the hierarchy disappeared and they forgot their work roles.”

Learning from Fun Experiences in Personnel Leadership

The social and health care professionals’ categories of learning from fun experiences in personnel leadership were *Reinforcing a fun work atmosphere*, *Reinforcing togetherness*, *Appreciative leadership* and *The multiplicity of the supervisor’s role*. They formed the main category of *Leadership that increases workplace well-being* (Table 3).

Reinforcing a fun work atmosphere could be seen in the supervisor’s genuineness, relaxedness, and in their willingness to laugh at themselves, to show their funny side and to trust in the power of humor. Spontaneity could be seen in the supervisor’s innovativeness, relaxedness, flexibility and in their ability to act without needless restraint and to “go all in”.

Table 3. *Learning from Fun Experiences in Personnel Leadership*

Subcategory	Category	Main category
Genuineness Spontaneity Trust Creating a fun work environment	Reinforcing a fun work atmosphere	
Acceptance Connection with others Supporting togetherness Inclusion	Reinforcing togetherness	Leadership that increases workplace well-being
Appreciation Rewarding Presence Listening	Appreciative leadership	
Pointing the way Role model Being an example	The multiplicity of the supervisor's role	

“To be able to smile at the experiences of others, I must be able to laugh at myself [the supervisor says]. Fun and amusing experiences help us when we must make less nice decisions.”

“This workplace experience also taught me that the supervisor taking the stage and moving away from their safe work role supports their subordinates moving outside their comfort zone. The supervisor had created something fun for the audience, not made a mockery of himself.”

Trust was the supervisor allowing humor and fun in everyday work. Joy and laughter were allowed, as were mistakes. The supervisor themselves inspired trust. Reinforcing a fun work atmosphere meant creating a relaxed atmosphere, seeing the fun even in small things and using humor as a source of power, while also considering the limits of humor.

“This supervisor taught me that personnel can be led ‘through joy’. Of course they participated in us nurses’ reports to find out more about our tenants’ conditions, but at the same time they created a good mood among us nurses.”

Reinforcing togetherness included acceptance, which meant listening to subordinates, having a positive attitude, allowing fun, supporting subordinates and cheering them. Connecting with others consisted of keeping subordinates informed, intervening in problems, reinforcing team spirit and by meeting subordinates in more relaxed situations.

“It’s good for the personnel to see a more relaxed supervisor, who turns out to be a normal person. It’s also good for the whole workplace to do fun stuff together and see that their work is appreciated.”

A sense of togetherness could be improved through common fun experiences, by spending time with coworkers without working and by organizing fun events.

Inclusion meant listening to employees on developing the workplace and encouraging subordinates to develop and innovate their jobs. It could also include organizing common events.

“The supervisors showed an ability put themselves out there and be innovative. Their idea of a relaxed afternoon together succeeded perfectly. Sometimes it’s good to ‘check your brain at the door’ and meet our coworkers in a looser setting. Staff days at their finest!”

Appreciative leadership meant perceiving the supervisor as an equal with their subordinates. Equality between units was also emphasized, while excessive camaraderie was frowned upon. Rewarding a well-done job was seen as important, whether it was material or verbal. Positive feedback was also seen as important.

“Another important lesson was that even if it’s just one workplace in a large organization, all workplaces should have an equal position. Forepeople have an important role in maintaining this.”

The supervisor’s presence was seen as important. They had to be approachable and willing to participate in their subordinates’ joys and sorrows. Listening included considering others, expressing interest in the personnel and listening to subordinates.

“It’s good for the supervisor to show themselves so they don’t remain distant to their subordinates. I want to be a supervisor who’s approachable and aware of everyday routines, not someone who hides behind their desk and monitor.”

“Stable situations are rare at work. Situations change and you can’t expect things to stay the same. The head nurse must be present in their subordinates’ workplace joys and sorrows.”

The multiplicity of the supervisor’s role included the supervisor being the one to point the way in e.g., the use of humor. They were also a role model in that not everything needed to be known perfectly. The subordinate had to set natural boundaries to their action and follow them. The supervisor was also a role model in leading with joy.

“Through their own relaxed and humorous attitude, the supervisor can have an effect on the entire workplace and its atmosphere.”

“The supervisor points the way and gives their subordinates a chance to be more free. Sometimes you work hard on a tight schedule, but sometimes lightness is required to maintain team spirit and morale. Recharging mental batteries pays itself back many times over. The team is more productive and innovative.”

The supervisor was an example on how to act in various situations in e.g., the use of humor. They could also demolish prejudices through their actions.

“Humor is an important source of strength... which is heavily implied by the supervisor’s model and guidelines. There needs to be room for humor, but it can’t be allowed to drown out actual work.”

“The supervisor can through their own example break prejudices related to gender.”

Discussion

Assessment of Results

The fun personnel leadership narratives of social and health care professionals discussed and emphasized the importance of strengthening social capital and a sense of community. Togetherness included doing things, spending time and using professional skills together, developing workplace community skills, strengthening team spirit and advancing workplace well-being. Mesmer-Magnus et al. (2012) have also found that supervisors’ and subordinates’ use of humor can advance work groups’ sense of togetherness. According to Holmes’ (2006) study, humor has many functions at the workplace, one of which is advancing collegiality. One of humor’s most important functions was building and maintaining good relationships with coworkers. Such collegiality is often built and maintained through humor. A workplace where people experience pleasant feelings, and which has a good atmosphere helps people recover. Positive emotional states are caused by shared success, achievements, receiving and giving support, kindness and good group humor (Aro et al. 2018).

Openness and bravery were shown in the responses as the supervisor’s ability to laugh at their own mistakes, open-mindedness and innovativeness. Trust is created through open communication. According to Georganta and Montgomery (2019), a fun workplace atmosphere also involves genuineness, spontaneity and trust. Trust can be considered a part of the workplace’s social capital, which enables a work organization that is creative and develops effectively (Klausser 2012, Baker et al. 2016). Commitment and genuineness are good starting points for credible and exemplary leadership. Leading bravely with a natural and personal style is more important than individual characteristics (Husman 2015, p. 19).

The responses of the social and health care professionals saw appreciative leadership as appreciation and rewarding. Being present and listening were also included in appreciative leadership in the responses. The appreciation of skills was seen in the responses as verbal and monetary rewards as well benefits offered by the employer. A benefit could be e.g., an evening paid for by the employer. Equality was seen in the responses as the experience of equality, the supervisor participating as an equal and low levels of hierarchy. Dickson-Swift et al. (2014) also found that people want to feel useful and important and to be treated as individuals. One of the supervisor’s basic jobs is to make their subordinates experience these feelings. It is a leader’s job to create an environment, in which everyone can use their abilities fully. This can be achieved by leading with openness and transparency (Dickson-Swift et al. 2014).

According to Kolb (1984), learning proceeds from the reflection of concrete experiences and actions towards theoretical understanding and new procedures. In the narratives of fun personnel leadership in social and health care, learning through reflection consisted of leadership that increases workplace well-being. In turn, it consisted of four categories: reinforcing a fun work atmosphere, reinforcing togetherness, appreciative leadership and the multiplicity of the supervisor's role. Reinforcing a fun work atmosphere included genuineness, trust, spontaneity, and creating a fun work atmosphere. The fun experiences also taught about the multiplicity of the supervisor's role. It included pointing the way and acting as a role model and an example. Humor has an effect on general well-being and health, helps manage work-related stress, lessens fatigue and improves worker retention (Mesmer-Magnus et al. 2012). A fun work atmosphere involves genuineness, spontaneity and trust (Georganta and Montgomery 2019).

According to the social and health care professionals' responses, reinforcing togetherness could be learned from one's own experience of personnel leadership, acceptance, connection to others, reinforcing togetherness and inclusion. The sense of togetherness was often built through unofficial events. Humor can be used to advance collegiality and to build and maintain good relationships with coworkers (Holmes 2006, p. 26, Mesmer-Magnus et al. 2012). Humor can also be used to form connections with others (Fegai 2011) and to increase an experience of connection with others (Georganta and Montgomery 2019). Positive workplace humor has been shown to have a connection with worker retention (Mesmer-Magnus et al. 2012).

The results of this study were quite similar to those of earlier studies on the use of humor in the workplace, even though not all earlier studies were made in the context of the social and health care field. Humor and leadership appear quite similar globally and regardless of context, even though the concept of fun is still somewhat unclear. The social and health care professionals saw humor as something that increases togetherness, trust-inspiring leadership, appreciation for skills and equality. All of these reinforce a sense of community and social capital.

Conclusions

The following conclusions are presented:

- There is a role for positive humor in the workplace and in leadership. Positive humor is seen to influence many positive factors that affect work well-being and work retention. The supervisor's genuineness and relaxedness are positives in many senses and do not diminish their credibility. Workplaces that allow humor often have an atmosphere of open communication and permissiveness, which further increases trust. Positive humor and the supervisor's openness rather increased their appreciation among their subordinates than diminished it.
- The social and health care professionals' responses emphasized how the fun experiences of personnel leadership and learning from them happened

outside regular working hours, at relaxed events organized by the employer such as staff days. This suggests that workplace communities need activities organized by the employer outside of regular working hours.

- Supervisors could use humor even as a potential leadership tool to help achieve positive results for the organization. Improving work well-being increases work retention. One factor improving well-being could be a workplace environment that allows and uses humor.

Further research could focus on supervisors' views on the importance of positive humor. Another topic could be the views of supervisors and subordinates on how a workplace environment that supports the use of positive humor is created.

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