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## HUMOUR IN MANAGERIAL COMMUNICATION

*Abstract. This paper contains analysis of different forms of humour that might be used by managers as communication tools to make impact on employees and shape effective organizational culture. Different theories of humour are described. The conclusions include recommendations for managers regarding appropriate usage of humour in communication.*

*Key words: communication, managerial communication, humour, humour theories.*

Communication between managers and employees affects organizational effectiveness in different ways, e.g., it influences significantly workers motivation, facilitates (or slows down) information flows, impacts socio-psychological climate in office etc. Honest managerial communication can help to build a strong top-down relationship in organization, while providing support and encouragement determines employees' emotions at the workplace (De Leon, 2021). Communication competences are essential especially in a modern globalised business environment when managers have to overcome cross-cultural barriers (Lifintsev & Canavilhas, 2017) to build an effective organizational culture.

Humour is recognised as an effective communication tool for fostering engagement and positive interpersonal relationships, while the subsequence of its inappropriate use might be negative (Chiew, Mathies, & Patterson, 2019). Managerial humour might also become an effective tool of communication and motivation or a destructive force.

Positive forms of humour usually can be treated positively by employees, while aggressive humour provokes negative reaction. It should be also mentioned that there is a correlation between supervisors' positive use of humour and employees' job satisfaction and loyalty to organization (Mesmer-Magnus et. al, 2018).

In this paper we would like to point out the forms of humour that might be used by managers as communication tools to influence effectively employees and, on the other hand, to stress those forms that should be avoided by managers in order not to make destructive effect on organizational climate.

Humour theories can help understand the best approaches to managerial humoristic communication.

The theory of incongruity states that humor is derived from the incongruity or disjunction between reality and the properly comic scenario. The scenario is seen as incongruous with our sense of reality, from which results a paradox that we can consider illogical. This incongruity is funny, but it is also a mirror that forces the audience to reflect on their own perception of reality and perhaps even to call it into question. The theory of incongruity describes the rhetorical and intellectual composition of an anecdote as constructed in view of an unexpected and paradoxical punchline. Humorous situations occur, therefore, at the moment when the participants realize that the relationship between a real object and its concept has become, from a certain point of view, incongruous.

The theory of superiority falls back to the first philosophical incursions into Aristotle. The idea that humor and laughter are a form of ridicule and an expression of superiority and hierarchy was revisited by the 17th-century political philosopher Thomas Hobbes. The theory of superiority exposes the inadaptations and exaggerate the differences between groups. The implications of the

theory of superiority are still incorporated today in the sociological research on humor. Groups with more power or in a higher hierarchical position tend to make anecdotes at the cost of marginalized, excluded or in any way seen as inferior. This is the basic premise of the theory of superiority. The theory of superiority assumes that people laugh at the misfortunes and misfortunes of others, and as a result reflect in laughter their conception of superiority. Hobbes considers that people laugh at the weaknesses and misfortunes of others, often aware of having overcome similar misadventures. In addition, human beings are in constant competition with their peers and always seek the disadvantages of competitors. As a consequence, the sudden understanding that one is in a better position than the person on the side is expressed through laughter.

The theory of relief states that laughter functions as a release of tensions that provokes a sense of pleasure and joy. Freud (1960) emphasized precisely the liberating dimension of humor. Freud found the therapeutic element of humor, but this would not constitute the only psychological dimension of humor. Anecdotes also disguise an inner intellectual process and reveal much about the repressed desires and social taboos of the subject. Anecdotes are typically used as a way to dilute tension when it comes to taboos or more controversial topics. Individuals who are subjected to some kind of embarrassment tend to let go of laughter when these constraints are suddenly removed. As a result, the central element of humor may not be the feeling of superiority but rather of relief that results from the removal of embarrassment.

Minsky (1984) states that individuals tend to think within certain frameworks, as a way to define stereotyped situations. Individuals are in a position to make changes between different frameworks, that is, from the simplest to the most complex, after observations that allow to discover less obvious connections and relationships between two situations. Large number of jokes employ words that have more than one meaning. Puns use similar words and recognizable phrases to make a word game, simple from a stylistic and linguistic point of view, but often complex from the point of view of the resources needed for their understanding. Therefore, to complete the processes of understanding mood, individuals need to create mechanisms of change of meaning between various dimensions and meanings of the real and as a result of this process arises another cognitive need, such as provoking a replacement of frameworks in its way of reasoning.

Veatch (1998) proposes, in an attempt to create a global theory of the various types of humor, a theory he called the theory of rape and which seeks to bring together the various previous theories, in particular the theory of superiority and the theory of incongruity. With the starting point in the postulate that there is a certain psychological state that tends to produce laughter, Veatch describes three satisfactory conditions for mood perceptions, which means that when one of the three conditions does not present itself in enunciation, mood is absent, and when the three conditions combine simultaneously, humorous perception exists. The three necessary conditions

are the violation of a particular commitment of the receiver with regard to the functioning of reality; the receiver who has a dominant feeling in relation to the typicality of a situation; concurrency, the condition that requires the presence of the two preconditions in the mind of the receiver. "Humor is (emotional) pain that does not hurt".

Maintenance theories state that jokes tend to keep social roles established while supporting the internal divisions of a society. These theories also reinforce that humor helps to strengthen the existing roles in the family dimension, the professional environment, or any place where there are groups of belonging and outside groups.

Framing theories understand jokes as a break from the serious life of everyday life. According to the framing theories, the author of the joke is the one who alters the frame of seriousness in order to accommodate a humorous frame, and through this he is allowed to present satirical formulations and criticisms without fear of reprisals. Framing theories suggest that jokes are based on culture and society despite positioning themselves outside the discourse of normality. Usually, from the humorous background, individuals put themselves in a position to be able to comment and break the rules without necessarily causing reasons for offence. A formulation, in framing theory, is only accepted as humorous if everyone involved agrees with the fact that it is a joke. And this is highly important especially in managerial communication when those with power should feel and understand if their jokes are actually funny and not offensive for workers.

Nowadays managers should have not only an appropriate IQ level, but also high EI (emotional intelligence) (Nguyen et. al, 2019) and CI (cultural intelligence), so it is clear that the ability to use humour effectively is an important part of managerial competences. Managers should be able to understand different forms of humour and use those appropriate to organizational culture considering the relationships in a company. Aggressive and offensive forms should definitely be excluded from managerial communication while more soft and highly intellectual forms of humour might bring good results and influence positively organizational climate.

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## **PERSPECTIVES OF THE USE OF BLOCKCHAIN IN LAND MANAGEMENT**

### **Abstract:**

*In land management, as in many other areas, it became necessary to understand many factors during the transition to digital transformation. Intelligent management of data dissemination is the basis for a fundamental rethinking of digital transformation. The success of advanced analytics, artificial intelligence, and any digital transformation requires two critical elements: data reliability and comprehension, which will be possible through effective data quality and governance initiatives. Although fragmented examples of spatial thinking in land management have existed for a long time, it has become necessary to rethink spatial perspectives in current technological progressive environment.*

*The article discusses role of blockchain-technologies in land management, which have developed as a result of digital transformation.*

**Keywords:** Blockchain; Land Management; Transaction; Geospatial Data.

### **Introduction**

The speed of changes in technological progressive environment is evident in all areas. Perception and comprehension of these variabilities are quite difficult. The situation is complicated by unfiltered information, by its multilayered nature. Mutually exclusive and intertwined information causes the loss of fundamental values in many cases. Establishing a cause-and-effect relationship requires a great deal of effort and readiness for the current achievements, such as digital technologies, artificial intelligence, etc.