



# The interplay of humor and creativity: shaping rationality and decision-making quality

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## Abstract

This study explores the relationship between humor, creativity, rationality, intuitiveness, and decision-making quality, all of which are vital in organizational management and success. Despite the importance attached to decision-making, prior research has not fully addressed how humor and creativity interact with rationality. Drawing from psychology, cognitive science, and management studies, we investigate how humor and creativity jointly influence cognitive reflection and decision quality. Using a sample of 998 participants and employing a mediating-moderation PROCESS model, our findings indicate that rational individuals tend to make higher-quality decisions, with affiliative humor mediating this relationship. Furthermore, we observed that employees' creativity levels moderated this relationship, especially among rational employees with high creativity, who made higher-quality decisions. These findings highlight the interconnectedness of humor, creativity, and rationality in decision-making processes, offering practical implications for organizational behavior and management practices. Understanding this interplay can provide a nuanced approach to enhancing decision-making processes in management, emphasizing the value of humor in organizational contexts.

**Keywords** Decision-making · Affiliative humor · Creativity · Cognitive reflection · Rationality

## Introduction

Decision-making is a fundamental process that significantly influences organizations' success and sustainability. At its core, decision-making involves choosing from alternative courses of action based on the evaluation of relevant information and potential outcomes (Salas et al., 2010). The quality of decision-making is crucial because it directly affects an organization's capacity to achieve its goals and maintain a competitive edge. By emphasizing the importance of quality in decision-making, organizations can better navigate challenges and capitalize on opportunities, ensuring long-term success and resilience (Johnson & Walker,

2023). Specifically, high-quality decisions are characterized by thorough analysis, consideration of diverse perspectives, and a balanced assessment of risks and opportunities.

In this study, we aim to investigate the effect of (1) cognitive reflection versus rationality and (2) creativity and humor on the quality of decision-making. *Cognitive reflection* (CR) refers to the mental process of consciously evaluating and re-evaluating one's initial thoughts and intuitions before deciding. CR involves a deliberate and analytical approach to problem-solving, whereby individuals question their automatic responses and consider alternative perspectives and information. This reflective thinking is crucial for avoiding cognitive biases and errors in judgment, leading to more accurate and rational decision-making. In organizational contexts, fostering cognitive reflection can enhance the quality of decisions (Frederick, 2005; Sirota et al., 2021). Notably, Frederick (2005) developed a test to measure CR (CRT), which will be used in this study.

Our study involves two more independent variables – vital drivers of innovation and competitive advantage – namely, creativity and humor. *Organizational creativity* involves generating novel and valuable ideas, solutions, and approaches to improve products, services, decision-making

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# Shaping Of Rationality

**Minna Hietamäki**



## Shaping Of Rationality:

**The Shaping of Rationality** J. Wentzel van Huyssteen, 1999-07-20 This book arises out of a deep fascination with the relationship between human intelligence and rationality and with how our fragile but uniquely human ability to be rational invariably affects our everyday lives as well as our involvement with faith theology and the spectacular scientific achievements of our time After carefully analyzing the notion of rationality and examining how the skill of rationality is being challenged by postmodern culture J Wentzel van Huyssteen argues that it is precisely the problem of rationality that holds the key to understanding the complex forces shaping the radically different domains of religion and science today *The Shaping of Rationality* Wentzel Van Huyssteen, 1999-01-01 This book arises out of a deep fascination with the relationship between human intelligence and rationality and with how our fragile but uniquely human ability to be rational invariably affects our everyday lives as well as our involvement with faith theology and the spectacular scientific achievements of our time After carefully analyzing the notion of rationality and examining how the skill of rationality is being challenged by postmodern culture J Wentzel van Huyssteen argues that it is precisely the problem of rationality that holds the key to understanding the complex forces shaping the radically different domains of religion and science today Shaping of Rationality , 1991 *The Evolution of Rationality* F. LeRon Shults, 2006-11-09 How can science and religion move together toward a collegial future J Wentzel van Huyssteen has spent decades developing an interdisciplinary platform for the fruitful engagement of science and religion Compiled to celebrate van Huyssteen's 65th birthday *The Evolution of Rationality* gathers a stellar roster of scholars in van Huyssteen's main areas of philosophy science and theology The contributors some of them Gifford lecturers and Templeton Prize winners offer significant new methodological and material proposals giving evidence of van Huyssteen's impact on the shape and texture of interdisciplinary conversation itself Their essays are arranged in three parts modern and postmodern philosophical challenges to our understanding of rationality scientific evolutionary perspectives on the nature and development of human rationality in relation to religion religious and theological explorations of the evolution of rationality However because the authors are all involved in interdisciplinary dialogue this philosophical scientific theological arrangement of chapters is not hard and fast Virtually every essay engages issues that overlap all three fields forming an extremely rich blend of thought A creative interdisciplinary collection written by world renowned philosophers scientists and theologians *The Evolution of Rationality* renders fitting tribute to pioneering scholar mentor J Wentzel van Huyssteen Contributors John Hedley Brooke Delwin Brown Philip Clayton Jean Clottes F W Dobbs Allsopp David Fergusson Niels Henrik Gregersen David Lewis Williams George Newlands Richard Robert Osmer Arthur Peacocke Kenneth A Reynhout Holmes Rolston III Michael Ruse Calvin O Schrag F LeRon Shults Christopher Southgate Michael L Spezio Mikael Stenmark Jerome A Stone Ian Tattersall Roger Trigg Keith Ward Wesley J Wildman *The shaping of rationality : theology in conversation with the sciences* Wentzel Van Huyssteen, 1999 **Scientific Models for Religious Knowledge**

Andrew Ralls Woodward, 2018-08-14 Most comparisons of science and religion are really comparisons of science and Christianity or science and Islam and so forth In *Scientific Models for Religious Knowledge* the author aims to get outside typical polarized debates between traditional a priori theism and radical scientistic naturalism Instead a new science and religion compatibility system between a scientific study of religion and a religious epistemology is our new elusive problem Moreover we shall look at a comparison and contrast of modern science with the simple deference of the human mind to the actions of culturally postulated superhuman agents This book pays critical attention to the contributions of scholars in the philosophy of religion the philosophy of science and the scientific study of religion *Scientific Models for Religious Knowledge* is useful for readers looking to expand their learning in the philosophies of science and religion as these subjects are taught and analyzed in modern research universities

God's Action in Nature's World Nathan Hallanger, 2016-04-22 In 1981 Robert John Russell founded what would become the leading center of research at the interface of science and religion the Center for Theology and the Natural Sciences Throughout its twenty five year history CTNS under Russell s leadership has continued to guide and further the dialogue between science and theology Russell has been an articulate spokesperson in calling for creative mutual interaction between the two fields *God s Action in Nature s World* brings together sixteen internationally recognized scholars to assess Robert Russell s impact on the discipline of science and religion Focusing on three areas of Russell s work methodology cosmology and divine action in quantum physics this book celebrates Robert John Russell s contribution to the interdisciplinary engagement between the natural sciences and theology

**Essays in Postfoundationalist Theology** Jacobus Wentzel Van Huyssteen, 1997 This collection of essays boldly addresses many of the challenges faced by Christian theology in the context of contemporary postmodern thought Handling abstract topics in a remarkably clear and concise way J Wentzel van Huyssteen presses the case for a postfoundationalist theology as a viable third option beyond the extremes of foundationalism and nonfoundationalism Van Huyssteen discusses themes related to rationality epistemology and philosophy of science In the process he critically engages the work of such thinkers as Wolfhart Pannenberg Nancey Murphy Jerome Stone and Gerd Theissen The result is a convincing argument that only a truly accessible and philosophically credible notion of interdisciplinarity will be able to pave the way for a plausible public theology that can play an important intellectual role in our fragmented culture today

*The Rationality Project* Lantz Miller, 2024-05-06 Rationality has been philosophers concern stretching back to ancient times But just what is rationality In trying to answer this question rationality is found to be more complex than supposed This book investigates this supposition and thereby aspires to bring together the facets of the peculiar phenomenon that is rationality Rationality is shown to be both more complex than presumed and yet more accessible than many may have feared One argument concedes the common assumption that those interested in rationality need only rely on intuitions about this phenomenon Yet even moderate research reveals the concept s profound fuzziness This book aims to set forth a theory

explanation and unification of the kindred and disparate understandings of this elusive concept rationality **Human Origins and the Image of God** Lilley & Pedersen, eds.,2017 How did human beings originate What if anything makes us unique These questions have long been central to philosophers theologians and scientists This book continues that robust interdisciplinary conversation with contributions from an international team of scholars whose expertise ranges from biology and anthropology to philosophical theology and ethics The fourteen chapters in this volume are organized around Wentzel van Huyssteen's pioneering work in human rationality embodiment and evolutionary history Bringing a variety of diverse perspectives to bear on a hotly debated issue Human Origins and the Image of God showcases new research by some of today's finest scholars working on questions regarding human origins and human uniqueness *The Routledge Handbook of Mindshaping* Tadeusz Wiesław Zawidzki,Rémi Tison,2025-05-29 Of all species human beings are uniquely capable of coordinating on long term large scale cooperative projects with unfamiliar and genetically unrelated others According to the mindshaping hypothesis this relies on mechanisms and practices like imitation pedagogy normative cognition and narrative self constitution which shape us into expert coordinators without requiring time consuming and epistemically fraught attempts to read each other's minds Mindshaping has been applied to many areas of inquiry including game theory shared agency communication the ontogeny of human cognition the dissemination of scientific knowledge in popular media mental illness and the influence of social media technologies The Routledge Handbook of Mindshaping is the first volume of its kind Comprising 37 chapters by an international team of leading scholars this Handbook is organised into seven sections Mindshaping and coordination Mindshaping and cognitive psychology Mindshaping and normativity Mindshaping and epistemology Social and political dimensions of mindshaping Nonhuman mindshaping Mindshaping applied Within these sections key topics are addressed including game theory social signalling and shared agency folk psychology the emotions language acquisition and memory stereotyping and consciousness raising moral agency self knowledge rationality epistemic norms primate sociality human elephant relations artificial intelligence mental illness and neurodiversity aesthetic expression and politics An outstanding survey of a vibrant and emerging field The Routledge Handbook of Mindshaping will be of great interest to those studying and researching philosophy of psychology philosophy of cognitive science philosophy of mind and applied epistemology It will also be of interest to those in related disciplines such as cognitive psychology sociology and anthropology Agreeable Agreement Minna Hietamäki,2011-10-20 In recent bilateral ecumenical dialogue the aim of the dialogue has been to reach some form of doctrinal consensus The three major chapters of the book discuss the variety of forms of doctrinal consensus found in ecumenical dialogues among Anglicans Lutherans and Roman Catholics In general the dialogue documents argue for agreement consensus based on commonality or compatibility Each of the three dialogue processes has specific characteristics and formulates its argument in a unique way The Lutheran Roman Catholic dialogue has a particular interest in hermeneutical questions and proposes various forms of differentiated or perspectival forms of

consensus The Anglican Roman Catholic dialogue emphasises the correctness of interpretations The documents consciously look towards a common future not the separated past *The Teaching Ministry of Congregations* Richard Robert

Osmer,2005-01-01 In this important and groundbreaking book Osmer develops a practical theology of the teaching ministry He begins with the Apostle Paul identifying in Paul s letters to his congregations the core tasks of the teaching ministry

**Christianity Outside the Church** Jae Yang,2024-02-12 Wolfhart Pannenberg s understanding of public based on his view of revelation as history is that everything is potentially a theology Of course a public theology of everything is impossible therefore Jae Yang develops a Pannenbergian public theology by correlating Pannenberg s theological methods postfoundational eschatological and trinitarian with the aims and methods of public theology and second with Pannenberg s views on various spheres arguing that Pannenberg s public theology engages not just the academic world but also the political economic familial religious and cultural ones This book argues that Pannenberg is a public theologian because the public purpose of his theology is not to coerce or inject a Christian agenda onto the public political theology challenge and subvert unjust structures liberation theology or substitute overtly Christian religion with a publicly palatable secular and vaguely religious one civil religion but to cooperate and dialogue with the established order under the presumption of a Christianity outside the church *Vision Assessment: Shaping Technology in 21st Century Society* John Grin,Armin Grunwald,2012-12-06 One way to shape technology and its embedding in society in the 21st century is through the visions that guide their development especially concerning the long term societal perspective A critical discussion and assessment of these visions is a prerequisite for influencing the course of development Technology assessment therefore has to provide a methodological repertoire for assessing and constructing visions taking into account the requirements for long term orientation as well as the need for public legitimation This volume draws upon insights from technology assessment political sciences epistemology sociology and ethics It is to contribute to the recent literature in on shaping technology taking into account the co evolution of technology and society It connects to that technology assessment literature that emphasises TA s pro active role and its contribution to political judgement *The Mirror of Reason: An Exploration of Rationality in Cultural Contexts* Pasquale De Marco,2025-05-20 In a world shaped by diverse cultures the interplay between culture and rationality stands as a captivating enigma This book delves into the depths of this intricate relationship embarking on an intellectual odyssey that challenges conventional notions of reason and knowledge We venture beyond the confines of Western philosophical traditions exploring cultural contexts that unveil the plasticity of rationality We witness how cultures construct their own unique systems of logic standards of evidence and criteria for evaluating knowledge This journey unveils the profound impact of culture on our understanding of truth reality and the very nature of knowledge itself Our exploration extends far beyond individual cognition delving into the cultural dimensions of political thought moral values language art and technology We investigate how culture shapes our political ideologies ethical frameworks communicative practices

artistic expressions and technological innovations We uncover the ways in which culture influences our perception of justice equality beauty and progress As we traverse the complexities of cultural diversity in a globalized world we confront the challenges and opportunities of intercultural dialogue and understanding We examine the tensions between universal human values and cultural relativism seeking a path toward meaningful communication and cooperation across cultural boundaries This book invites readers to reconsider the essence of rationality embracing a vision that acknowledges its cultural embeddedness while recognizing its enduring power as a tool for comprehending the world and guiding our actions It challenges us to cultivate a nuanced understanding of rationality one that honors both its universal aspirations and its contextual variations By doing so we open ourselves up to a world of diverse perspectives fostering empathy tolerance and a deeper appreciation for the richness and complexity of human experience This book is an essential guide for anyone seeking to navigate the intricate tapestry of culture and rationality offering a deeper understanding of our own beliefs values and assumptions and inspiring us to engage with others across cultural divides If you like this book write a review on google books

*Hermeneutic Philosophy of Science, Van Gogh's Eyes, and God* B.E. Babich, 2013-06-29 perceptual essences that can be rendered directly manifest in perception with the help of theoretically structured instruments serving as readable technologies Scientific knowledge should thus be understood as an extension of unassisted perception A perceptual fact has an outer horizon which separates it from the ground on which it appears and an inner horizon composed of a multiplicity of possible perceptual profiles organized by an invariant essence The perceiving subject can bring forth a representative sample of the profiles in question occasionally by making use of certain technological processes which are themselves subject to interpretation in terms of theoretical representations The theoretical entities described in these representations are not simply detected thanks to an inferential operation but rather they are directly perceived It follows from this that the correspondence between the manifest image and the scientific image is not done one to one but by a many to one or one to many application between contextually defined perceptual objects within contexts that are mutually incompatible but complementary This should not however be understood as a form of conventionalism nor as a form of cultural relativism Pre comprehension which guides interpretation imposes strict limits to the descriptive categories which can be used and to the manner in which they can be linked to appropriate empirical objects The author applies his hermeneutic principles to the study of visual perception In fact this question is treated in the first part of the book

**Youth Beyond the Developmental Lens** Wesley W. Ellis, 2024 Wesley Ellis exposes the harmful impact of developmental psychology in youth ministry proposing a theological anthropology that frees us for deeper relationship with young people Propelled by the conviction that we must see youth as beings rather than becomings Ellis reorients us toward relational inclusion and away from rigid developmentalism

[New Perspectives on Moral Change](#) Cecilie Eriksen, Nora Hämäläinen, 2022-08-12 The world we live in is constantly changing Climate change transforming gender conceptions emerging issues of food consumption novel forms of

family life and technological developments are altering central areas of our forms of life This raises questions of how to cope with and understand the moral changes implicit in such alterations This volume is the first to address moral change as such It brings together anthropologists and philosophers to discuss how to study and theorize the change of norms concepts emotions moral frameworks and forms of personhood New Directions in Agrarian Political Economy Ryan Isakson, 2017-10-02 How relevant are the classic theories of agrarian change in the contemporary context This volume explores this question by focusing upon the defining features of agrarian transformation in the 21st century the financialization of food and agriculture the blurring of rural and urban livelihoods through migration and other economic activities forest transition climate change rural indebtedness the co evolution of social policy and moral economies and changing property relations Combined the eleven contributions to this collection provide a broad overview of agrarian studies over the past four decades and identify the contemporary frontiers of agrarian political economy In this path breaking collection the authors show how new iterations of long evident processes continue to catch peasants and smallholders in the crosshairs of crises and how many manage to face these challenges developing new sources and sites of livelihood production This volume was published as part one of the special double issue celebrating the 40th anniversary of the Journal of Peasant Studies



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