

A STUDY OF WORKPLACE BEHAVIOR OF KNOWLEDGE WORKERS WITH RESPECT TO GENDER, MARITAL STATUS AND HUMOR QUOTIENT

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PURPOSE

IN a knowledge economy the knowledge workers earn their living with mental strength. The skill set required for the job, makes it immensely stressful and demanding. This has led to augmenting rates of emotional disorders, frustration, and exasperation among the employees. The turbulent corporate environment, expects the knowledge workers to cope with the anxiety and demonstrate resilience in order to sustain. The study is an endeavor to study the workplace behavior of knowledge workers with respect to gender, marital status, and humor quotient

Design/Methodology/Approach: *A self constructed questionnaire was used for the purpose of the survey. The questionnaire had items related to the perception of professionals regarding key factors in an organizational environment. The universe comprises IT organizations. The technique of multi stage sampling has been used, at the first stage area sampling has been adopted and the IT organizations in Delhi and NCR were chosen. At the second stage stratified sampling has been used in which the corporate professionals of each organization were further divided into three cadres namely top management, middle management, and low level of management this has been used to attain a representative sample of respondents. Out of 150 questionnaires sent to the respondents we received 114 completed questionnaires.*

Findings: *It was found that both gender and marital status are key variables making a difference in the way people behave and conduct when they are at work. It was also found that personal life has a lot to do with professional performance. The priorities, discipline, commitments are handled differently with respect to gender and marital status. Another, significant variable that this study addresses is humor which is found to have correlations with recession and layoffs.*

Research Limitations: *The study is restricted to National Capital Region (NCR).*

Practical Implications: *It has valuable takeaways for HR professionals, policy makers, and academicians.*

Originality/Value: *It's a unique study in which element of humour has been studied as a key variable with stress at work place and the interplay of these variables give researchers several dimensions to ponder upon.*

Key Words: *Employee Behavior, Knowledge Workers, Workplace Stress, Gender, Marital Status, Humor Quotient.*

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The Global Market Place

Globalization is the broad movement among economies and societies and technology that is knitting the world closer together and creating an impact on capital markets, technology, and the exchange of information. It has tremendously changed the way organizations function. The world has definitely become more connected and networked. The growing interconnectivity among people across the world is nurturing the realization that we are all part of a global community and the potential for growth is unfathomable. This new found interdependence, commitment to shared universal values, and harmony among people across the world can be channelized into building an enlightened and developed global economy. In such a dynamic environment not only there has been a remarkable increase in the number of opportunities but also there has been an evident rise in efficacy of work. Wisely managed, a collaborative effort can deliver unprecedented progress. There is enough to offer and there is sufficient to deliver. Globalization assures business transformation with effective utilization of resources paired with innovation in processes and approaches. The outcomes of a globalised economy are many and far reaching. It can spur fast growth and accelerate the profitability rate. Many scholars have been conducted on knowledge workers in the modern context to understand the intricacies of their behavior (Singh and Sharma, 2008a; Singh and Sharma, 2008b; Singh and Sharma, 2008c; Singh and Sharma, 2008d; Singh and Vandana, 2011a, 2011b; Singh and Kumar, 2013).

Globalization represents a fundamental shift in how individuals, businesses, geographic regions, and countries perceive their abilities to create jobs, stimulate investment, enhance citizens' wellbeing, and participate in the global economy (Cisco, 2009). Though it has been instrumental in bringing a sea change in the economic picture and well being of the economy at large, there has been disastrous fallout as well. One of the offshoots of this progress has been the personal life distress. The bigger the challenges at work place the higher the expectations to deliver. This sometimes enervates individuals to an extent that there are chances of burn out. It is not only the nature of work that has changed significantly but also the magnitude of aspirations. Both at work take a toll on the human body and affect the health of the organization. There is now a very thin line between expecting and exacting work life situations. Job stress has become a malaise of the century. Workplace has become a source of extreme stress as a result of technological changes, mass retrenchments, mergers and acquisitions, information overload, demand for more productivity, fierce competition, and uncertain future (Chan, 2011).

The tiring work place has a spillover effect on the personal life of an individual. People suffer from job insecurity, performance pressures and challenging economic environment. Even if one is trained for long number of years to be expert in an area, there is no certainty of a secured job. Long working hours, night shifts and a sedentary lifestyle make people prone to heart disease and diabetes. The study by the Indian Council for Research on International Economic Relations, a New Delhi-based research group, said India's rapid economic expansion has not only boosted corporate profits and employee incomes, but has also sparked a surge in workplace stress and lifestyle diseases that few Indian companies have addressed. The statistics reveal the pitiable state of the Indian workforce. The ICRIER study, which surveyed 81 companies, said they lose approximately 14% of their annual working days due to employee sickness. Less than a third of them provide their staff with preventive health care measures (Live Mint, 2007). Heart disease is projected to account for 35% of deaths among India's working age population between 2000 and 2030, according to World Health Organization. That compares to about 12% in the United States, 22% in China and 25% in Russia (The Oxford Health Alliance, 2007).

Job Stress and its Repercussions

The harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources, or needs of the worker, lead to stress (The Oxford Health Alliance, 2007). The concept of job stress is often confused with challenge, but these should not be used interchangeably. Challenge has a more positive connotation. It energizes psychologically and physically, and it motivates to learn new skills and master the jobs. When a challenge is met, there is immense satisfaction and happiness. Thus, challenge is considered to be an important ingredient for healthy and productive work. Sometimes these challenges enhance performance in the workplace, thus the term 'I

perform better under pressure'. However, if this performance urgency is not monitored and controlled, the performance ultimately declines and the person's health degenerates. That is why in some situation job stress can also be explained as the chronic disease caused by conditions in the workplace that negatively affect an individual's performance and/or overall well-being of his body and mind. One or more of a host of physical and mental illnesses manifests job stress. In some cases, it can be disabling as well. The signs of job stress vary from person to person, they could be insomnia, loss of mental concentration, anxiety, absenteeism, depression, extreme anger and frustration, family conflict, physical illnesses such as heart disease, migraine, headache, etc., all dependent on the particular situation that is, for how long the individual has been subjected to the stressors, and the intensity of the stress itself.

Causes of Job Stress

As many as there are types of stressors, there are an equal number of causes of stress. The opinions on this have been varied. One school of thought proposes that stress is dependent on the working conditions and another school of thought believes that it is the worker characteristics that play a crucial role in causing stress. Work environment variables such as recession, economic downturn and organization specific variables such as low salary, deadlines, pressurizing work assignments can lead to a lot of discomfort. On the other hand there could be few personality characteristics which could cause or prevent stress, what is stressful for one person may not be a problem for someone else. Although the importance of individual differences cannot be ignored, scientific evidence suggests that certain working conditions are stressful to most people. The excessive workload demands and conflicting expectations are difficult to handle for almost everybody (Stress at Work, 1999).

The pressures of work have been escalating at multiple levels. Factors such as the transition in information technology and information load, the need for speedy response, the importance linked to quality of customer service and its implications for constant availability and the pace of change with its resultant upheavals and adjustments can be sources of pressure. As a result the demands of work begin to dominate life and a sense of work-life imbalance ensues. While steps to redress these concerns transcend work and employment, it is nevertheless argued that the demands of work contribute to a reduced participation in non-work activities resulting in an imbalance (Guest, 2001).

Humor Quotient

Humor is an emotional chill pill. It can be a potent and valuable tool for coping with stress, if used wisely. It exhibits its real strength when you learn to use it under stress. It keeps things in perspective, helps dispel negative emotions, and puts one in a decisive frame of mind to cope with the situation. In majority of the situations humor may not heal the situation but it can definitely alleviate the pain.

Studies have shown that happy workers are more productive. In fact, a researcher at California State University found that humour could help the employees to release tension. A survey sponsored by an international temporary service agency found that U.S. executives believe that people with a sense of humour do better at their jobs, compared with those who have little or no sense of humour. In fact, a whopping 96 percent of those surveyed said people with a sense of humour do better. The survey went on to point out that the results suggest that a sense of humour may help light-hearted employees keep their jobs during tough times. Also, it may propel them up the corporate ladder past their humourless colleagues (HRPAP, 2004). Humour is a learned behaviour. Therefore, it is a skill that can be nurtured and honed. Every individual possesses a humorous side but he keeps it cornered because self pity overpowers the desire to be happy. What they find funny or enjoyable may not be funny for others, so there is a social risk as well. This behavior will be influenced by family, community, and personal taste. Even organizations have a sense of humour. The individual humour becomes collective humour.

There are people who are humor averse. Such people can neither understand humor nor appreciate it. Some people tend to think that humour and laughter are unproductive or unprofessional, perhaps both. They will go to any extent in order to punish humour. But the times are different, humour has made space in meetings, presentations, board room discussions and operations of an organisation. It can keep

the workforce motivated. Hence, it is important to realize that some humour is inappropriate for the workplace, and that it is often used at inappropriate times.

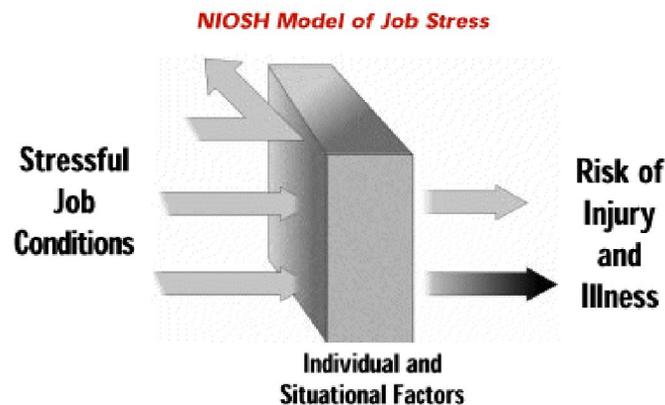
Literature Review

Approaches to Job Stress

Stress, in general, can be defined as the reaction of individuals to demands (stressors) imposed upon them (Erkutlu and Chafra, 2006). It refers to situations where the well-being of individuals is detrimentally affected by their failure to cope with the demands of their environment (Erkutlu and Chafra, 2006). Occupational stress, in particular, is the inability to cope with the pressures in a job (Rees, 1997), because of a poor fit between someone's abilities and his/her work requirements and conditions (Holmlund-Rytkönen and Strandvik, 2005). It is a mental and physical condition which affects an individual's productivity, effectiveness, personal health, and quality of work (Comis and Swindle, 1994). Organizational Stress is a condition arising out of interaction of people with their jobs and characterizes by changes within people that forces them to drift apart from normal functioning. It originates in organizational demands which are experienced by the individual (Singh and Dhawan, 2013).

According to the Health and Safety Executive (HSE)'- stress is defined as 'the adverse reaction people have to excessive pressures or other types of demand placed on them' (Stress at Work, 2007). Approaches to stress have distinguished between the concepts of stressor and strain. Environmental factors that may function as sources of stress are called stressors, and the individual's reaction to the stressors is called strain. Transactional approaches to stress emphasize the transaction between the cognitive and affective aspects of the individual and their environment. A cognitive definition of stress has been proposed by Palmer, Cooper and Thomas as 'stress occurs when the perceived pressure exceeds your perceived ability to cope'. On the basis of experience and research, NIOSH favors the view that working conditions play a primary role in causing job stress. However, the role of individual factors is not ignored. According to the NIOSH view, exposure to stressful working conditions (called job stressors) can have a direct influence on worker safety and health. But as shown below, individual and other situational factors can intervene to strengthen or weaken this influence.

NIOSH Model of Job Stress



Source: Stress at work, <http://www.cdc.gov/niosh/docs/99-101/>

Among life situations, the workplace stands out as a potentially important source of stress purely because of the amount of time that is spent in this setting (Erkutlu and Chafra, 2006). Over the years, a large number of workplace stressors of varying degrees of gravity have been identified. Burke (1988 in Lu et al., 2003) grouped job stressors into the following six categories: physical environment, role stressors, organizational structure and job characteristics, relationships with others, career development, and work-family conflict, while Copper et al., and Lu et al., identified

six sources of stress at work: factors intrinsic to the job, management role, relationship with others, career and achievement, organizational structure and climate, and home/work interface (Copper et al., 1988; Lu et al., 2003). More simply, Antoniou et al., point that specific conditions that make jobs stressful can be categorized either as exogenous (i.e., unfavorable occupational conditions, excessive workload, lack of collaboration, etc.) or endogenous pressures (i.e., individual personality characteristics, etc.) (Antoniou et al., 2006).

Workplace stress does not have the same effect on all individuals. There are a range of personal, social, and, environmental moderators within each of us that influence our susceptibility and coping abilities in relation to the stressors we experience. Personality differences, gender differences, age, and social support all seem to be important factors in determining how well individuals cope with workplace stress (Wichert, 2002).

Research Methodology

The study undertaken is an attempt to understand the perception of corporate professionals regarding selected variables in an organisation that are related to work, stress, job insecurity, recession, and rewards. A self constructed questionnaire was used for the purpose of the survey. The questionnaire had items related to the perception of professionals regarding key factors in an organizational environment. A five point likert agreement scale has been used to measure the responses. To check the validity of the questionnaire it was subjected to review by experts. Reliability of the same was computed to be Cronbach Alpha 0.81. According to Nunnally (1978) the instruments used in basic research have reliability of 0.70 or better.

Our universe comprises IT organizations. The technique of multi stage sampling has been used, at the first stage area sampling has been adopted and the IT organizations in Delhi and NCR were chosen. At the second stage stratified sampling has been used in which the corporate professionals of each organization were further divided into three cadres namely top management, middle management, and low level of management, this has been used to attain a representative sample of respondents. Out of 150 questionnaires sent to the respondents 114 completed questionnaires were received.

The data collected is on a 5 point scale to make it more interpretable. SPSS has been applied to carry out the analysis.

Strongly disagree - 1

Disagree - 2

Undecided - 3

Agree - 4

Strongly agree - 5

Hypothesis

H₀₁: There is no significant difference between male and female respondents in their perception of work place behavior variables.

H₀₂: There is no significant difference between married and unmarried respondents in their perception of work place behavior variables.

H₀₃: There is no significant correlation between respondents perception of blocked career opportunities and humor quotient.

H₀₄: There is no significant correlation between respondents' perception of layoffs and humor quotient.

H₀₆: There is no significant correlation between respondents' perception of recession and humor quotient.

H₀₇: There is no significant correlation between respondents' perception of unfair compensation and humor quotient.

Data Analysis and Discussion

Work place behavior in India has changed phenomenally in the past decade. India has become a hub for innumerable industries; domestic and international, spreading their wings to be at a vantage point.

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	St. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Q6. Job insecurity is present in our organization at all levels.	Equal variances assumed	6.066	0.015	-0.411	112	0.682	-0.12388	0.30169	-0.72164	0.47387
	Equal variances not assumed			-0.472	56.056	0.639	-0.12388	0.26249	-0.64971	0.40194
Q11. Being too busy with official work. I am unable to devote sufficient time to my domestic and personal problem.	Equal variances assumed	2.320	0.131	-0.585	112	0.560	-0.14559	0.24884	-0.63863	0.34744
	Equal variances not assumed			-0.645	51.495	0.522	-0.14559	0.22570	-0.59860	0.30741
Q18. My colleagues do cooperate with me voluntarily in solving administrative and industrial problems.	Equal variances assumed	4.063	0.046	-2.184	112	0.031	-0.50575	0.23156	-0.96456	-0.04693
	Equal variances not assumed			-2.536	57.299	0.014	-0.50575	0.19944	-0.90506	-0.10643
Q19. I am seldom rewarded for my hard labour and efficient performance.	Equal variances assumed	14.948	0.000	-3.215	112	0.002	-0.82503	0.25662	-1.33349	-0.31658
	Equal variances not assumed			-3.724	56.988	0.000	-0.82503	0.22157	-1.26872	-0.38134

Q20. I feel drowsy whenever there is a lot of work in the organization.	Equal variances assumed	0.142	0.707	-2.941	112	0.004	-0.77650	0.26405	-1.29969	-0.25331
	Equal variances not assumed			-2.945	43.486	0.005	-0.77650	0.26364	-1.30801	-0.24499
Q25. Gender differences do exist in this industry and effect my work.	Equal variances assumed	4.520	0.036	-3.239	112	0.002	-0.86845	0.26812	-1.39969	-0.33722
	Equal variances not assumed			-3.576	51.626	0.001	-0.86845	0.24287	-1.35589	-0.38102

Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Q6. Job insecurity is present in our organization at all levels.	Male	87	3.1724	1.44034	0.15442
	Female	27	3.2963	1.10296	0.21227
Q11. Being too busy with my official work I am unable to devote sufficient time to my domestic and personal problem.	Male	87	3.2989	1.17250	0.12571
	Female	27	3.4444	.97402	0.18745
Q18. My colleagues do cooperate with me voluntarily in solving administrative and industrial problems.	Male	87	3.1609	1.10888	0.11888
	Female	27	3.6667	.83205	0.16013
Q19. I am seldom rewarded for my hard labour and efficient performance.	Male	87	2.8046	1.22796	0.13165
	Female	27	3.6296	.92604	0.17822
Q20. I feel drowsy whenever there is a lot of work in the organization.	Male	87	2.4828	1.19944	0.12859
	Female	27	3.2593	1.19591	0.23015
Q25. Gender differences do exist in this industry and effect my work.	Male	87	2.7241	1.26390	0.13550
	Female	27	3.5926	1.04731	0.20156

This has led to multiplicity of culture, languages, thoughts, and expression. One of the progressive steps has been the female admission to the so called male dominated corporate environment. With a rise in female literacy rates, independence in decision making and participation in financial kitty, women have donned a new role which has given her a new identity. At the work place, women have to

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	St. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Q2 I have to do a lot of work in this job	Equal variances assumed	0.070	0.792	-2.465	110	0.015	-0.51562	0.20915	-0.93012	-0.10113
	Equal variances not assumed			-2.467	101.717	0.015	-0.51562	0.20897	-0.93013	-0.10112
Q6 Job insecurity is prevalent in our organization at every management level	Equal variances assumed	14.770	0.000	-1.923	110	0.057	-0.49479	0.25728	-1.00466	0.01508
	Equal variances not assumed			-1.851	84.737	0.068	-0.49479	0.26738	-1.02644	0.03686
Q15 I can laugh through my own mistakes and enjoy occasionally being poked fun at	Equal variances assumed	3.445	0.066	-2.950	110	0.004	-0.66146	0.22424	-1.10585	-0.21707
	Equal variances not assumed			-2.872	90.074	0.005	-0.66146	0.23032	-1.11903	-0.20389
Q21 When stressed on job, my sense of humor helps me to keep my perspective.	Equal variances assumed	0.033	0.856	-0.565	110	0.574	-0.10938	0.19373	-0.49330	0.27455
	Equal variances not assumed			-0.565	101.759	0.573	-0.10938	0.19353	-0.49326	0.27451
Q28 I am sometimes concerned over my lack of self-control.	Equal variances assumed	0.914	0.341	-2.190	110	0.031	-0.47917	0.21878	-0.91274	-0.04559
	Equal variances not assumed			-2.213	104.951	0.029	-0.47917	0.21652	-0.90849	-0.04984
Q29 I try to postpone the strenuous work as long as I can	Equal variances assumed	26.316	0.000	-2.924	110	0.004	-0.58854	0.20131	-0.98750	-0.18959
	Equal variances not assumed			-3.129	105.460	0.002	-0.58854	0.18811	-0.96152	-0.21557
Q31 This job enhanced my social status.	Equal variances assumed	0.015	0.903	-1.189	110	0.237	-0.23958	0.20143	-0.63877	0.15960
	Equal variances not assumed			-1.183	99.376	0.240	-0.23958	0.20248	-0.64133	0.16216

Group Statistics

Marital Status	N	Mean	Std. Deviation	Std. Error Mean
Q2 Married	48	3.0000	1.09155	0.15755
Unmarried	64	3.5156	1.09823	0.13728
Q6 Married	48	2.8958	1.54699	0.22329
Unmarried	64	3.3906	1.17672	0.14709
Q15 Married	48	2.9792	1.29631	0.18711
Unmarried	64	3.6406	1.07448	0.13431
Q21 Married	48	3.5000	1.01058	0.14586
Unmarried	64	3.6094	1.01758	0.12720
Q28 Married	48	2.8333	1.09803	0.15849
Unmarried	64	3.3125	1.18019	0.14752
Q29 Married	48	2.2083	0.74258	0.10718
Unmarried	64	2.7969	1.23674	0.15459
Q31 Married	48	3.2292	1.07663	0.15540
Unmarried	64	3.4688	1.03845	0.12981

deal with similar issues as men and resolve them with equal mental strength. Hence, the hypothesis that there is no difference between males and females in their perception towards workplace matters. The same was tested on variables like reward for hard work, colleague cooperation, job security, work life balance etc. On the variable of being rewarded for my hard labour and efficient performance there is an explicit difference between male and female perception ($t = -3.215, p < 0.01$) with male ($m = 2.8046, s.d. = 1.22796$) and females ($m = 3.6296, s.d. = 0.92604$). On the parameter of feeling drowsy whenever there is a lot of work in the organization again there is a significant difference in the opinions of males and females ($t = -2.941, p < 0.01$) with males ($m = 2.4828, s.d. = 1.19944$) and females ($m = 3.2593, s.d. = 1.19591$). Also, on the variable of 'gender differences do exist in the industry and effect my work', there is a significant difference ($t = -3.576, p < .01$) between the perception of males ($m = 2.7241, s.d. = 1.26390$) and females ($m = 3.5926, s.d. = 1.04731$). However, on the parameter of job insecurity is present in our organization at all levels, there is no significant difference in the male and female perception ($t = -0.411, p > .01$) with males ($m = 3.1724, s.d. = 1.44034$) and females ($m = 3.2963, s.d. = 1.10296$). In terms of voluntary colleague cooperation in solving administrative and industrial problems, there is no significant difference between the perception of the two genders ($t = -2.184, p > 0.01$), with males ($m = 3.1609, s.d. = 1.10296$) and females ($m = 3.2963, s.d. = 1.10296$). Hence, the hypothesis is partly accepted and partly rejected.

To understand, if there is any difference in the perception of married and unmarried employees in the organization in terms of variables related to work environment, t- test was applied on the data. Marital status of an employee is an important factor in a professional's job. It is because in the customary Indian practices, the roles and responsibilities undergo a sea change post wedlock and especially for women circumstances become quite exacting. On the variable of laughing through my own mistakes and enjoying occasionally being poked fun at, there is a significant difference between married and unmarried ($t = -2.950, p < 0.01$) with ($m = 2.9792, s.d. = 1.29631$) married and ($m = 3.6406, s.d. = 1.07448$) unmarried. This can be attributed to the already stressed lives of the married employees; they tend to indulge into self pity and are unable to take life in their stride. Whereas to the unmarried lot, life appears rosy and they enjoy learning at work rather that is something that makes them going. Also, when respondents were asked whether they postpone strenuous work as long as they can, their opinions were different in this regard. While married lot were not so keen on postponing work and express their desire to be punctual in their work, it was the unmarried lot which admitted that it was all right for

them to defer work. This can again be attributed to the happy go lucky attitude of the unmarried lot. However, there are many responsibilities associated with married life and it is imperative that they manage their work lives well so that their personal lives function smoothly. There is a significant difference in the responses ($t=-2.924, p<0.01$) with ($m=2.2083, s.d.=0.74258$) married and unmarried ($m=2.7969, s.d.=1.23674$). However, on other variables like “I have to do a lot of work in this job”, there is no significant difference ($t=-2.465, p>0.01$) between the perception of married ($m=3, s.d.=1.09155$) and unmarried ($m=3.5156, s.d.=1.09823$), probably because work pressure takes a toll on everybody irrespective of the marital status. Similarly, on the variable of job insecurity is prevalent at every management level; there is no difference ($t=-1.923, p>0.01$) in the perception between the two categories with married ($m=2.2083, s.d.=0.74258$) and unmarried ($m=2.2083, s.d.=0.74258$). Also, on the variable “when stressed on job my sense of humor helps me to keep perspective”, it is observed that there is no significant difference ($t=-0.565, p>0.01$) among married ($m=2.2083, s.d.=0.74258$) and unmarried ($m=2.2083, s.d.=0.74258$). This finding entails that humor quotient can help in managing the professional job stress and keeping focus. There was no difference in the married ($m=2.2083, s.d.=0.74258$) and unmarried ($m=2.2083, s.d.=0.74258$) opinion on their concern over lack of self control ($t=-2.190, p>0.01$). This explicitly shows that married ($m=2.8333, s.d.=1.09803$) and unmarried ($m=3.3125, s.d.=1.18019$) both are cautious about self control, that they should be able to manage situations and should not succumb to pressures. On the same lines on the variable, “the job enhances my social status” ($t=-1.189, p>0.01$), again married ($m=3.2292, s.d.=1.07663$) and unmarried ($m=3.4688, s.d.=1.03845$), both the groups feel the same. They do believe that the job does play a vital role in improving their social status. It gives them an edge over others in their social circles. Hence, hypothesis H_{02} is neither rejected nor accepted.

Correlations

		Humor_Qoutient	Blocked Career Opportunities
Humor_Qoutient	Pearson Correlation	1	0.209*
	Sig. (2-tailed)		0.026
	N	114	114
Blocked Career Opportunities	Pearson Correlation	0.209*	1
	Sig. (2-tailed)	0.026	
	N	114	114

Pearson’s moment Correlation was done to analyze relationship between the perception of respondents towards blocked career opportunities and humor quotient. It was observed that the relationship between the variables was not significant ($r=.209, p<0.01$). It can be said that nothing can be remedial when it comes to career opportunities. Respondents are cautious about their career growth and get anxious if they do not see their way forward in the organization. It is noticeable that a career obstacle can be highly demotivating and demoralizing for an employee. Irrespective of the relationships at work when it comes to opportunity, all the employees compete for them and then they all become a part of the race. Hence the hypothesis H_{03} that there is no significant correlation between respondents’ perception of blocked career opportunities and humour quotient is rejected.

		Humor_Qoutient	Layoffs
Humor_Qoutient	Pearson Correlation	1	0.246*
	Sig. (2-tailed)		0.008
	N	114	114
Layoffs	Pearson Correlation	0.246*	1
	Sig. (2-tailed)	0.008	
	N	114	114

To assess the relationship between layoffs and humor quotient Pearson moment correlation has been applied ($r=0.209$, $p<0.01$). Rapid technological change, recession, political instability, government debt, restricted access to financial resources and many such reasons can necessitate layoffs. There are a host of personal and professional effects of a layoff in the workplace. Past studies have focused on such factors as work motivation and organizational commitment, job involvement and job satisfaction, and job insecurity and stress (for example, Allen et al. 1995; Armstrong-Stassen and Latack 1992; Armstrong-Stassen 1993; Brockner 1988). Cartwright, Cooper, and Murphy (1995) identify the ‘career stress’ that develops out of multiple negative career outcomes such as job dissatisfaction and job insecurity. Sauter, Murphy, and Hurrell (1990) identify threats to ‘career security’ as major risk factors that can damage workers’ feelings of well-being. In the case of a layoff there are many people who are asked to leave the organization. Automatically they become a part of a nominal group who wants to bond in togetherness. The emotional turmoil is just the same for everybody who is a part and parcel of that group. Since it is a shared pain, it can be managed. Humour can help in survival. Also, there is a hope with the employee that layoff is not a permanent job loss, the organisation may call back the employee once the situation improves. So there is light at the end of the tunnel, which is a big respite. Humor can make the whole process comfortable. People find flaws in the situation and not within themselves therefore humor can provide that cushion of common suffering and also the common hope that things will get better soon. In his book, *Making Humor Work* (2013), psychologist and author, Dr. Terry L. Paulson says, “When humour is working, you laugh with people, not at them.” Hence, fail to reject the hypothesis H_{04} that there is a relationship between humor quotient and layoffs.

		Humor_Qoutient	Recession
Humor_Qoutient	Pearson Correlation	0.260**	1
	Sig. (2-tailed)	0.005	
	N	114	114
Recession	Pearson Correlation	0.1	0.260**
	Sig. (2-tailed)		0.005
	N	114	114

Pearson’s moment Correlation was done to analyze relationship between the perception of respondents toward recession and humor quotient. It is evident through the result ($r=0.260$, $p<0.01$) that there is a moderate but strong correlation between recession and humor quotient. One reason that can be cited here is that recession is a macro environment variable which gives an assurance that everybody is sailing in the same boat and it is not an individual case. Since we are all a part of a social fabric, therefore, anything impacting us is bearable until it is happening with everybody. In fact employees create a support system among themselves. In the last decade, people have learnt to laugh off recession. There are jokes, humorous letters, comic stories exclusively made for such hard times. Many people admitted that it keeps their spirit high. Research conducted by psychologist Dr. Ashton Trice at Mary Baldwin College in Virginia showed that humour helps us think (*Making Humour Work*). When people feel stuck on important projects, they tend to feel angry or depressed. This negative mood can interfere with subsequent performance. According to his research, taking time out to laugh can help us to get rid of negative feelings and allow us to return to a task or move on to another project unaffected by past defeat (*Making Humour Work*). Humor helps them fight the environmental stress when insecurities are similar and all are exposed to the same dilemma. Hence we reject the hypothesis H_{05} that there is no significant relationship between recession and humor quotient.

To assess the relationship between unfair compensation and humor quotient Pearson moment correlation has been applied ($r=0.050$, $p>0.01$). No significant correlation was identified between the two variables. Compensation is essentially a sensitive matter and it can severely impact an employee’s self confidence. Employees work all round the year to prove themselves and make all efforts to perform well in anticipation

		Humor_Qoutient	Unfair Compensation
Humor_Qoutient	Pearson Correlation	1	0.050
	Sig. (2-tailed)		0.596
	N	114	114
Unfair Compensation	Pearson Correlation	0.050	1
	Sig. (2-tailed)	0.0596	
	N	114	114

of a fair compensation at the end as a reward of their work. It is highly unappreciable if efforts are not compensated suitably. It is again the case of an individual's loss, where one feels disheartened and distressed because one's work does not get the deserved recognition. Humor can only aggravate one's misery in such a situation. It is a competitive environment and if one doesn't get what one has worked for, one will make himself suffer. Under such an emotional trauma humor is the last thing that can help someone. Therefore, we fail to reject the hypothesis that can say that there is no significant relationship between unfair compensation and humor quotient.

Conclusions and Managerial Implications of the Study

The study gives an overview of the relationship between organizational variables with selected variables like gender, marital status, and humor. It was found that both gender and marital status are key variables making a difference in the way people behave, conduct when they are at work. Infact it was found that personal life has a lot to do with professional performance. The priorities, discipline, commitments are handled differently with respect to gender and marital status. Another, significant variable that this study discusses is humor which is found to have correlations with recession and layoffs. Many a times Humor is restricted to whispers because it is assumed to have negative connotations when associated with professional work. However, this study suggests that humor can do wonders if used in the right sense and makes a positive impact. Developing a good sense of humour, or a better sense of humour is particularly important as the face of work is now in a constant state of change. Humour is fluid and flexible. A culture that does not evolve with the time bend, will eventually break. Using Humour does not mean work isn't taken seriously, it is just taken lightly but with utmost sincerity and commitment. Infact humour can positively impact work performance. Individuals and organizations with better sense of humour display high levels of tolerance – to each other and to workplace challenges.

“A happy person is not a person in a certain set of circumstances, but rather a person with a certain set of attitudes”. – Hugh Downs

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