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The business situational humor response questionnaire: A measurement tool for the workplace

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THE BUSINESS SITUATIONAL HUMOR RESPONSE QUESTIONNAIRE:

A MEASUREMENT TOOL FOR THE WORKPLACE

A Thesis

Presented to the

Faculty of

California State University,

San Bernardino

In Partial Fulfillment

of the Requirements for the Degree

Master of Science

in

Psychology:

Industrial Organizational

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by

Helen Kilinski-Dupuis

June 2000

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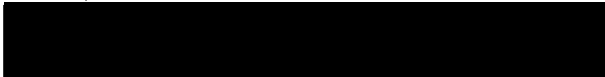Faculty of

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by

Helen Kilinski-Dupuis

June 2000

Approved by:

Janet L. Kottke, Chair, Psychology   June 7, 2000
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ABSTRACT

Joking behavior and work group humor are present virtually everywhere that people congregate to earn a living. Humor has been studied in the context of leadership, corporate culture, stress, and work groups. The purpose of this study was to utilize an existing humor scale (Situational Humor Response Questionnaire-SHRQ) and reformat and reword the questions to be more applicable to a work setting. The pilot study, administered to 221 university students, compared the SHRQ with the new scale (Business Situational Humor Response Questionnaire-BSHRQ) and demonstrated consistent reliability. The subsequent organizational study looked at the BSHRQ in conjunction with the Coping Humor Scale (CHS), Job Tension Scale, Organizational Cultural Index, and Negative Affect Scale. The sample of 208 working adults from a variety of professions participated in the study. Correlational analyses were performed on the variables and results indicated a significant positive relationship between the BSHRQ and the CHS. The BSHRQ also demonstrated a significant positive relationship with supportive corporate culture when looked at in one individual organization. Though the BSHRQ did not demonstrate a correlation with organizational culture in the overall sample, the scale shows promise as a

tool to continue the study of humor and how it relates to

organizations.

ACKNOWLEDGMENTS

To my family,

especially my sister Valerie,

for all your love and support

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INTRODUCTION

A CEO addresses a meeting of the board of directors of a large company. He frowns, then begins, "How is the Astra project doing? Our profit curve is dropping so fast we've had to bore a hole in the floor just to keep tracking it." Laughter breaks out around the table. Concern for the product remains, but tension does not (Davis & Kleiner, 1989).

Joking behavior and work group humor are present virtually everywhere that people congregate to earn a living: in the deepest coal mine in West Virginia, at a sunny beach resort in California, on a sanitation truck in Philadelphia, and in the high-tech offices in every major city in the United States. Managers have long suspected that there is a practical value to an understanding of this familiar occurrence. In looking at joking behavior in organizations, topics include: the function of humor in defining leadership, power, and status relationships; humor as a facilitator of group cohesiveness; the value of humor as a communication device; and the importance of humor in building and maintaining organizational cultures (Duncan, Smeltzer, & Leap, 1990). The purpose of this paper is to review the literature on these topics. In addition, this paper will provide the reader with the background for the Situational Humor Response Questionnaire (SHRQ) and a

revised version designed to measure sense of humor in a business environment.

A Historical Perspective of Humor

Humor has been explained by philosophers and scholars in various disciplines for at least 2000 years (McGhee, 1979). Humor has always been of interest because it is possibly the most pervasive of all human emotions; it may exceed all other types of emotional behaviors, including anger, frustration, excitement, and even love (Chapman & Foot, 1976 as cited in Duncan, et al., 1990). Plato, Aristotle, and Freud have all addressed the importance of humor. Shakespeare recognized the importance of humor and provided for those needs in the form of court jesters and buffoons in his great tragedies. Some of our best known contemporaries are humorists including such people as Johnny Carson and Woody Allen. Even President Ford had a humor consultant and modern cable television has numerous stations dedicated to humor (Duncan, et al., 1990).

Although the study of humor and work has a long tradition, our knowledge of the nature of humor and its application is limited (Klapp, 1949). Serious studies have been sporadic, as illustrated by the fact that there were several important studies of humor and work in the 1960s, a very few in the entire decade of the 1970s and only slightly more in the 1980s (Duncan, et al., 1990). Fortunately, the significance of a research issue in any field is a function

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of neither the number of people professing interest in a topic nor the volumes of papers published each year. Rather, the significance relates to the potential the subject has for helping us understand the behavior of people in organizations. On this criterion, this writer believes that humor rates relatively high.

Humor pervades our lives and most people value and claim to possess a good sense of humor. Few people are willing to concede they haven't a sense of humor. For example (Hassett & Houlihan, 1979; Omwake, 1937), 8% and 1.4% of the participants of two studies rated themselves as having below average sense of humor. To quote Chapman and Foot (1976, as cited in Duncan et al., 1990), "Men will confess to treason, murder, arson, false teeth or a wig. How many will own up to a lack of humor?" (p. 38).

Leadership and Humor

Relatively little research has examined the relationship between the use of humor and management, or leadership style. What is known about the connection between humor, leadership style, and performance is summarized nicely by Crawford (1994), "Perhaps of all the communicative strategies that leaders utilize, the use of humor is most promising, but least understood" (p.54). Avolio, Howell, and Sosik (1999) investigated the use of humor by leaders and its impact on performance as well as which combination of leadership style and humor was most

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effective. They found that the leader's use of humor had a positive, direct relationship with organizational performance and individual performance appraisals. In other words, those leaders who utilized humor as a facet of their management style increased overall performance and their employees also performed more effectively. Additionally, the researchers found that active leadership (i.e., transformational or contingent reward leadership) was positively related to the use of humor, and inactive (laissez-faire) leadership was negatively related to the use of humor (Avolio, et al., 1999). These results support conjectural speculations regarding the use of humor (Clouse & Spergeon, 1995; Duncan, 1982) and the role of humor in effective leadership (Crawford, 1994; Shamir, 1995).

To understand the relationship of leadership and humor it is necessary to broadly define the types of leadership addressed here, beginning with transformational leadership. transformational leaders build confidence in followers, encouraging them to reframe the future and to question the tried and true, and coaching them to develop their full capabilities (Bass & Avolio, 1994; Burns, 1978). A second type of leadership discussed by Bass and colleagues is contingent reward leaders who focus on establishing clear exchanges with their followers (Bass, 1985). Contingent reward leaders usually concentrate on getting tasks done and pay less attention to understanding the human resource needs

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of their organizations (Bass, 1985). The final category of leadership, laissez-faire leadership, has been linked with poor individual and unit performance. This type of leader tends to avoid taking a stand with their followers, and are viewed as less effective (Bass & Avolio, 1994). As a result, laissez-faire leaders tend not to pay attention to the needs of their followers, which results in their use of humor as being viewed as procrastinating and/or turning attention away from work that needs to be accomplished.

Avolio and associates also found that relationship between leadership style, humor and performance may be more complex than was originally thought. For example, contingent reward leadership was negatively related to performance when leaders used humor often. Furthermore, when combining the use of a style of leadership that is generally less human-relations-oriented(i.e., laizze-faire), with humor in a context where understanding employees' needs and concerns is required (i.e., work load and family issues), this behavior may potentially may direct followers to view their managers as insensitive to their needs (Shamir, 1995).

Avolio and associates' results further suggest that by using humor, laissez-faire leaders may be able to reduce the negative effects in general associated with their lack of leadership, including a negative impact on performance. Perhaps some of the positive effects of humor mitigate the effects of the avoidance behaviors associated with laissez-

faire leadership (Kerr & Jermier, 1978). In fact, humor may create a climate that allows individuals to feel better about their group or department, in spite of being dissatisfied with their leader (Aviolo et al., 1999).

Other studies have been done that focus on the relationship between leadership and humor. Philbirck (1989, as cited in Clouse & Spurgeon, 1995) analyzed teacher perceptions of principal humor and school climates using a Principal Humor Report. The Principal Humor Report (PHR) examines four types of humor production: the nonhumorous, the appreciator, the producer, and the reproducer. The PHR used descriptions of each category to facilitate differentiation among the types of humor.

Philbrick (1989) reported that principals who rated themselves on Babad's Humor Categories Test (a self-report scale like the PHR in terms of the categories analyzed) as producers were task oriented. Appreciator styles were interested in relationships. Women reported themselves appreciators more frequently than men, who were divided evenly between appreciators and producers.

Zeigler, Boardman, and Thomas (1985) reported that principals in New Orleans believed that the effective use of humor could help academic organizations achieve a balance between the achievement of organization goals and employee satisfaction. Clouse and Williams's (1993) research indicated teacher perceived humor had a direct relationship

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to school climate. Burford (1987) found that teacher perception of the principal's sense of humor was a strong predictor of job satisfaction and teacher-principal loyalty at the elementary level and secondary teacher perception of school effectiveness and loyalty.

In fact, humor may be a <u>vital</u> element of good leadership (Nebor, 1987; Reavis, 1988; Castelli, 1990; Clouse & Williams, 1993). Humor has been identified as a significant factor in improved teacher-administrator relationships. The use of humor by a principal was reported to establish "increased social bonding…that contributed to improved productivity, conflict resolution, and increased commitment (Clouse & Spurgeon, 1995, p. 17). These studies suggest the importance of humor to leadership, yet one must also explore cultural applications.

<u>Corporate Culture and Humor</u>

Studies by organizational theorists of business that had survived or thrived during the 1980s concluded that those organizations had created an environment, in effect a culture in which employees could be secure and thereby do the work necessary to make the business a success (Deal & Kennedy, 1982).

Since the 1980s, the attempts to identify and replicate organizational cultures that ensure increased corporate survival and productivity have been a direct result of many interrelated and complicated global issues. These issues

include widespread economic distress, intensified competition, and multi-conglomerate mergers.

If only the resilient corporations survived, what factors could be identified that set their culture apart and contributed to their survival? Unfortunately, no clear-cut picture of the components contributing to this multi-faceted construct of culture emerges. However, there are several definitions utilized in the literature. Bolman and Deal (1991) identified a "symbolic" organizational component (culture) that "departs significantly from traditional canons of organizational theories: rationality, certainty, and linearity"(p. 244). Schein (1985) defined culture as "a pattern of basic assumptions." At the other extreme, Bower (1966), managing director of McKinsey & Co. defined the cultural elements of business as "the way we do things around here." Other definitions from simple to complex signal the multidimensional features of corporate culture.

There are many examples of surviving and thriving corporate cultures. A glance into those corporate cultures shows the strength of humor in enriching the work environment, stimulating creativity, and enhancing self-esteem. Southwest Airlines is the premier organization that has been able to create just such a climate through the use of humor. In addition, according to Clouse and Spurgeon (1995), Southwest was the only airline that was making a profit at the time of their research.

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The recognition of the organizational environment as a basis for understanding organizational behavior has become a major factor since the 1970s. Several factors influence a strong culture: environment, explicit philosophy, shared values, and an effective communications network (Deal & Kennedy, 1982). One of the most unexpected factors to emerge had very little to do with attention to the rational aspects of managing. "A strong culture enables people to feel better abut what they do, so they are more likely to work harder" (Deal & Kennedy, 1982 p. 16). When involved in this process, the productive camaraderie that evolves is one based on shared values, goals, rituals, and humor. Humor serves a valuable function in successful companies. Deal and Kennedy (1982) asked not why people are humorous in organizations, but why are they so serious? Work and humor seem to be closely related.

Conger (1989) reported that organizational leaders often use humor as an effective way of energizing or revitalizing the environment of an organization. Thus, humor emerges as a potential management strategy. While some research on the application of humor in organizational management exists, present knowledge contends that humor is an organizational, cultural, and management component; it is an appealing business tool that commands further analysis.

Yet, if business is perceived as a cold, impersonal, no-nonsense system of controlled activity, it is naturally

not going to be concerned with personal needs or social pressures. However, successful organizations are concerned with the needs of employees as individuals, and do respond sensitively to basic needs in organizations. Peters and Waterman (1982) report on four prime human elements satisfied by successful companies through their distinctive cultures and purposeful evolution. These are: "people's need for meaning, people's need for control, people's need for positive reinforcement, and the degrees to which actions and behaviors shape attitudes and beliefs rather than vice versa" (p. 102).

Humor has been found to minimize differences between employee status, alleviate tension, facilitate work, improve socialization, bond employees together, improve communication, break down barriers, relax many, create rapport and boost morale (Clouse, 1993, 1994). Bolman and Deal (1991) suggest that those managers who fully understand the power of humor reflected in culture are better able to influence their organizations more effectively than those who do not.

Where does humor fit into the design and purpose of organizational culture? Increasingly, smart companies and executives are recognizing that humor is an effective way to deal with workplace challenges and the stresses these challenges create. In fact, a survey developed by Accountemps (Caudron, 1992) revealed that 96% of those

executives surveyed believed people with a sense of humor do better at their jobs than those who have little or no sense of humor. Castelli (1990) proposed that there exists a direct link between an organization's mission, its management style, human resource philosophy, and corporate culture. Successful companies, identified by their profitability, understand those connections and how style relates to corporate success. In Castelli's (1990) report, the chief executive officers and human resource executives from Ben & Jerry's, Patagonia, Inc., Southwest Airlines, and Mobil Oil were explicit in explaining how their specific management style fit the company. Examples of this philosophy are found daily in each of these respective companies. Each one has and encourages a non-traditional, eccentric, or even "weird" leadership style. The unofficial company standard of Ben and Jerry's Ice Cream is, "Are you weird enough?" Jerry says, "If it isn't fun, why do it?" (p.38).

When it comes to corporate "chutzpah," colorful and eccentric Herb Kelleher is the distinctive leader of Southwest Airlines. With a "back to basics" approach the airline believes in providing service, cheaper fares and fun for what it lacks in frills. Kelleher believes in making work fun. He encourages flight attendants to wear tennis shoes in the summer, and allows pilots to improvise flight announcements. One pilot reportedly announced, "As soon as

y'all get both cheeks in the seat, we'll get this old bird in the air!"(Englere, 1990). Other CEO innovations include his appearance singing and dancing in training films, and implementing a weekly "Fun Day" each Friday. Ann Rhodes whose title is Vice President of People, says, "What we look for in employees is a sense of humor. We don't take ourselves too seriously. We find that when people are very relaxed, they're very productive"(p.41). Whether arm wrestling for the rights to use the slogan, "plane smart," or producing an annual report that, once read, can be folded into the shape of Shamu, Southwest Airline's CEO, Herb Kelleher, is responsible for an organization that has a great attitude.

Herb Kelleher represents one example of an organization utilizing a sense of humor to create a productive corporate culture. Another example can be found within the Kodak Company. Lindsey Collier's job at Kodak was to help people find new ways to be creative through the creation of a humor task force. Although the unstated culture there had implied that work is not supposed to be fun, he found that there was a strong relationship between humor and creativity. As a result, the Kodak humor task force members decided to create a humor room. They have included such items as joke books, videotapes, decorated with Groucho Marx and Charlie Chaplin posters, and gadgets including a Saddam

Hussein punching bag. The goal was to create an awareness of the value of humor (Caudron, 1992).

Although the same management style will not work for each organization, these companies, like others, have incorporated leadership and management techniques that reflect their culture and goals. Their companies also believe that it is their personal focus on people and fun, including their sense of the fantastic, that contributes to the successes of their companies (Caudron, 1992).

Humor and Stress Management

Workplace wellness in the '90s is a serious issue. With terms like "stress-related-illness" and "burnout" becoming household words, organizations are increasingly looking for ways to keep their workforce happy, healthy and productive. Up to now, most organizations (not including the ones previously mentioned) tended to devalue the idea of laughter at work, seeing it as a distraction from getting the "real" job done. This attitude is also reinforced by the work ethic many of us were raised with - "No pain, no gain," Work isn't supposed to be fun," and "It's only worthwhile if you have to suffer for it." (Granirer, 1999).

However, we are starting to realize that all this suffering is killing us. Not only that, but we're finding that it's actually counter-productive to the bottom-line results so sought after in this time of change and downsizing. Research in this area is ongoing and an example

would include a recent study conducted at Canadian financial institutions. This study found that managers who facilitated the highest level of employee performance used humor the most often (Avolio, et al., 1999).

The scientific data are also proving that laughter is an integral part of physical wellness. For example, humor has already been found useful by clinical psychologists in psychotherapy and may perhaps be used by employee assistant program counselors to alleviate employee stress (Duncan, et al., 1990). Fry, a physician of Stanford University, found that laughing 200 times burns off the same amount of calories as 10 minutes on a rowing machine. Another study found that after a bout of laughter, blood pressure drops to a lower and healthier level than before the laughter began. Laughter also oxygenates the blood, thereby increasing energy levels; relaxes muscles and works out all major internal systems like the cardiovascular and respiratory systems (Granirer, 1999). Furthermore, researchers are discovering that laughter also affects the immune system. According to Berk, a physician at Loma Linda School of Public Health in California, laughing makes the immune system grow stronger, with the body's T-cells, natural killer cells and antibodies all showing signs of increased activity (Granirer, 1999).

With the positive physiological responses associated with humor, what are the specific situations on the job that

tell us we need to incorporate humor into our work place? According to Thomas Kuhlman, a psychologist at the University of St. Thomas, there are two major factors. The first is being placed in no-win situations. No-win situations include being expected to do a job but not having the necessary resources in terms of time, money, policies, or people power. Other no-wins include having to serve a difficult or overly demanding client base or boss, or having to enforce unpopular rules or regulations (Koenig, 1987).

The second factor is the presence of unpredictable or uncontrollable stressors. These can take the form of regularly arising but unpredictable situations that adversely affect stress, workloads or scheduling. Stressors can also include decisions made at other levels of the organization or government that affect one's job but into which an individual has little or no input. In situations where one has little or no control over the external circumstances, the only control lies in how one reacts to the circumstances. One can either chose to laugh or despair. In some ways laughter is the only rational response to uncontrollable situations. In order to survive, one needs to find a life-affirming way to cope. Being able to laugh about one's situation and at oneself helps release tension, regain perspective, and accept that which cannot be changed. Not only that, but as previously stated, it also provides

the physical energy and resilience needed to survive (Koenig, 1987).

As more and more groups realize the benefits of laughter, they are incorporating it into their wellness programs. Granirer has found from working with hundreds of organizations that these companies are often filled with very funny and resourceful people who just need to be given permission and encouragement to use their sense of humor on the job. An employee's "inner clown" can be his/her lifeline in these times of change and uncertainty. Giving him or her free rein not only results in healthier work places, but also increased cohesiveness within the group (Granirer, 1999).

Humor in Work Groups

Humor not only is related to individual responses, but it can also affect interpersonal or group factors as well. According to Duncan (1982), three specific aspects of group dynamics as they relate to humor should be examined: cohesiveness, status and power relations, and communication.

Humor often has a direct impact on the cohesiveness of a group. One of the best examples of this effect can be illustrated by ethnic humor. LaFave and Mennell (1976) argue that ethnic humor is not inherently discriminatory. There are numerous examples of how ethnic humor increases the cohesiveness of a group (Martineau, 1972). Ethnic

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humor, especially among the membership of the group, can provide insights into the collective norms (Zillman & Cantor, 1972). When a group feels a threat from another group or society in general, intragroup ethnic humor may reflect important norms by focusing on the perceived threat. In a work group, for example, intragroup cohesiveness may be greatest when an external threat is most severe. A manager can effectively use humor to increase cohesiveness by focusing on a competitive relationship with other groups in the organization. Or an entire industry may be mobilized by awareness of the threat posed by foreign competition, government, and so on. Frequently, the threat can best be exposed by means of humor focusing on bureaucratic waste in government regulations, the quality of imports, and related jokes.

Lundberg (1969) and Traylor (1973) illustrated how person-focused joking reflected patterns of social ranking in an electric motor repair shop and a petroleum exploration party. Coser (1960) studied a mental hospital and illustrated how junior staff members joked less than senior staff. Moreover, the senior staff almost never "put down" themselves but made others the focus of their joking behavior. It was hypothesized that high status members would refrain from self-disparaging humor because of the risk to status. In other words, supervisors would not use humor directed at themselves for fearing of losing their

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position of authority and credibility in the eyes of their subordinates.

On occasions in which lower status persons joke in work groups, it is frequently an attempt to make a point without assuming the risks accompanying a direct complaint. Ullian (1976) commented that humor is often used to transfer information that is socially risky to the initiator. The research suggests several possibilities relative to status, power, and work group humor. First, a high status group member will joke more than a lower status member will. Second, when a high status member jokes, he/she is more likely to select a lower status focus. The one exception to this is when the low status person is not present. Third, when another group member is present and of equal or higher rank, the original high status member will refrain from all self-disparaging humor because such behavior would reflect adversely on the initiator's own social rank (Duncan, 1982).

Winick (1976) maintained that group members often joke to express feelings for which there is no socially acceptable or readily available outlet. In this sense humor can facilitate information transfer and relieve frustration. Humor may also be used in groups to introduce new information (Ullian, 1976). In this type of situation the person introducing the new information becomes the target and the person(s) to whom the information is most relevant is the initiator. Managers, with the proper understanding,

can use humor to increase or decrease cohesiveness, underscore and clarify status and power relations, and facilitate information transfer.

Cautions

Just as there are times when humor is appropriate, there are times when it is not. It is the quality of a good leader to be able to determine if the moment is right. With that thought in mind, Davis and Keiner (1989) suggest several points that should be considered. First, even though humor brings people together, it can also tend to suppress feelings of anger, which need to be met head-on and addressed. Leaders should pay close attention to the mood of their audience. Overt hostility needs to be brought into the open and dealt with seriously, one-on-one, face-to-face. It should not be buried by inappropriate humor. Such hostility will only reoccur later in a destructive manner.

Second, inconsistent humor can be worse than no humor at all. It is better to have employees think the leader has no sense of humor, and therefore treat everything said seriously, than to have employees believe a comment made by the leader was a joke when in fact it was designed to be very serious.

Third, humor at someone else's expense can do more harm than good. Fourth, be careful of hostile jokes. "How do you tell when an attorney is lying? When you see his lips move" (Davis & Keiner, 1989, p. 2). In this example, the

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corporate attorney will not necessarily find this funny. And finally, be careful about the use of puns. This can offend someone who is talking seriously, particularly if they view the use of puns as denigrating what they have to say. Humor is an art, and as such should be practiced in order to be perfected. An effort towards its use, though, will bring the rewards of a closer camaraderie within an organization.

Conclusion

This review of literature on humor in the work place is not intended to be all-inclusive, but rather to offer the reader a sample of the many applications of humor found in the work place today. In an era when the notion of job security has all but disappeared, companies have to offer employees something that makes them want to come to work each day. One of the best ways is to create a workplace that allows playfulness and values a sense of joy. According to Joel Goodman, the founder of the Humor Project in New York, too many people view their jobs as a five-day prison from which they are paroled every Friday. However, employees who are allowed and encouraged to have fun at work generally score higher marks in job satisfaction, productivity, creativity, and morale. If employees are not laughing 15 times a day, the American average according to Goodman, it may be time for a change (Caudron, 1992). After all, the shortest distance between two people is laughter. The basic

tenet of workplace humor is to take one's responsibilities seriously, but take oneself lightly.

How does one measure a sense of humor in the work place? Or more simply, how does one measure a sense of humor? Researchers have created a number of tools for diagnosing humor states and traits. "Sense of humor" is a favorite label for many instruments. By far the most numerous instruments are aimed at measuring globally the sense of humor either in the form of questionnaires or as jokes/cartoon tests (Kohler & Ruch, 1996). Scales sharing the same label may measure different constructs. For example, nonsense is used to denote "harmless", nontendentious humor, but also refers to residual incongruity (Ruch, 1998). Likewise, humor appreciation has been conceptualized as stimulus-oriented, referring to the profile of humor stimuli liked or disliked, but also as response-oriented, referring to individual differences in the intensity of the response. Furthermore, humor creation can subsume only not wit (i.e., the ability to produce a comic effect), but also at times involves joke telling, joke-reproduction, and liking to entertain. In the end, cartoon and questionnaire measures of sense of humor probably don't overlap at all (Ruch, 1994b). While in the 1980s, joke and cartoon tests were most frequent. Today questionnaire approaches are the most prominent. In reviewing the humor literature, the Situational Humor

Response Questionnaire (SHRQ) is one type of questionnaire frequently used (Lefcourt & Martin, 1984). In the following section, the development of the SHRQ will be discussed as well as examples of research that have utilized this tool.

History and Background on the SHRQ

Martin and Lefcourt developed the Situational Humor Response Questionnaire (SHRQ) in 1984. Since that time, the scale in its original format has often been used in the current humor research. The purpose of this section is to provide the reader with a background on how this scale was developed, the method of that process, and a proposed revision to the formatting and content of the scale itself in order to measure sense of humor in the work force as opposed to a sense of humor in general.

Prior to the actual development of the SHRQ, most of the research on the individual differences in humor had focused on certain dimensions of humor rather than a generalized humor construct. Eysenck (1972) pointed out that the term "sense of humor" could be used in at least three ways: a) the conformist sense, emphasizing the degree of similarity between people's appreciation of humorous material; b) the quantitative sense, referring to how often a person laughs and smiles and how easily amused he/she becomes; and c) the productive sense, focusing on the extent to which the person tells funny stories and amuses other people. According to Martin and Lefcourt (1984), most

researchers have concentrated on the conformist sense of humor, either through correlational studies, by manipulating environmental variables and observing the effects of ratings of humorous materials (Prerost 1975; Strickland, 1959), or by combining the two methods (Lamb, 1968). Martin and Lefcourt wished to create a measurement instrument to measure "sense of humor" which included not only the conformist sense, but also addressed the quantitative sense of humor.

Therefore, in constructing the SHRQ, Martin and Lefcourt (1984) followed the approach taken by Endler, Hunt, and Rosenstein (1962) in creating their S-R (stimulus-response) Inventory of Anxiety. To investigate the relative contributions of situations, person and response-mode factors in anxiety, Endler, Hunt, and Rosenstein (1962) developed a questionnaire that described a number of situations, ranging from everyday occurrences to high anxiety-evoking events, and then asked respondents to indicate the anxiety-related responses that they would normally experience in each situation.

Martin and Lefcourt (1983), authors of the SHRQ, believed that by asking about situations, this method might avoid a social desirability response bias by directing respondents' attention toward particular situations rather than toward their own enduring qualities, ostensibly seeking information about the humor of situations instead of about

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an individual's sense of humor. An objective, unbiased response would be furthered encouraged by including situations in which laughter would be relatively rare and unusual. Second, this approach would emphasize a behavioral and experimental index of humor. The SHRQ includes an actual expression of mirth such as smiles and laughter as well as less overt experiences of amusement, rather than a more nebulous quality of humor appreciation or humor potential. Third, by sampling a wide variety of situations, humor could be defined in the quantitative rather than the conformist sense. It was anticipated that this approach would provide some indication of how often people smile and laugh in situations they encounter, not just how much they agree with others in appreciation of specific jokes and cartoons. Finally, although their humor scale was designed on the basis of Eysenck's (1972) quantitative definition of humor, Martin and Lefcourt (1984) hypothesized that it could be used to measure a sense of humor in terms of the production definition. Individuals who report smiling and laughing in situations that are not obviously or necessarily humor arousing might tend to actively produce humor rather than simply respond to it passively.

In order to create a broad list of situations for the scale, Martin and Lefcourt loosely followed Epstein's (1979, as cited in Martin & Lefcourt, 1984) situation classification system. The goal was to provide a sample of

both pleasant and unpleasant situations, ranging from specific and structured to general and unstructured, and from relatively common to relatively unusual. The original SHRQ scale is shown in Appendix A. It contains 18 items, each describing a particular situation followed by five Guttman-type response options: a) I wouldn't have been particularly amused; b) I would have been amused but wouldn't have shown it; c) I would have smiled; d) I would have laughed; e) I would have laughed heartily. Participants were instructed to recall a time when they were actually in each situation or, if they could not recall such an experience, to imagine themselves in such a situation. By phrasing the items in this manner, it was anticipated that subjects would report their normal responses with accuracy rather than present an idealized image of themselves.

In addition to the 18 items the authors of the SHRQ included three general self-report items. Item 19 asked how important is it for the respondent to have friends who are easily amused. This item was included based on the assumption that people who tend to laugh and smile a good deal seek out similar people as friends. The second nonsituational item (#20) is a direct self-rating question defined in quantitative terms: How would you rate yourself in terms of your likelihood of being amused and able to laugh in a wide variety of situations? This question was

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evaluated from a) my most valuable characteristic to e) very little. Item 21 asked respondents how much they vary from situation to situation in their expression of humor. This question was, according to Lefcourt and Martin, used to explore the possible differences in consistency of use of humor; similar to those found in Bem and Allen (1974) in their studies of friendliness and conscientiousness. The authors of the SHRQ hypothesized that individuals less likely to vary across situations would score higher on the overall scale.

Three studies were conducted and support was found for reliability of the SHRQ as a quantitative measure of sense of humor for university students. Cronbach alphas computed on the samples had a range from .70 to .83. An analysis of individual items revealed average corrected item-total correlations ranging from .28 to .53 within the samples. In addition, the authors conducted three separate validity studies. Each of these three studies provided support for the validity of the SHRQ as a quantitative measure of sense of humor for university students. The measure was found to be significantly correlated with a) the frequency and duration of laughter during an interview, b) peer ratings of sense of humor, c) a measure of positive moods, d) the number of witty remarks produced in an impromptu comedy routine, and e) the rated humorousness of a narrative

produced while watching a stressful film (Martin & Lefcourt, 1984).

The nonsituational items (19, 20, and 21) all produced positive item-total correlations (averaging .23, .42, and .28 respectively), supporting the assumptions underlying their inclusion in the scale. In addition, the finding that the SHRQ was unrelated to the Crowne-Marlow Scale of Social Desirability provided evidence of divergent validity. This result was particularly relevant in view of earlier research contentions that self-report humor measures would be particularly susceptible to a social desirability response bias.

As previously mentioned, the SHRQ utilized a Guttman-type response scale, which relates to response-centered scaling. Response data are used to scale subjects on some psychological continuum, based on the strength of the items answered correctly. At the same time, items are scaled in terms of the strength or amount of the trait possessed by the subjects who endorse them (Crocker & Algina, 1986). Guttman (1941b & 1950, as cited by Crocker & Algina, 1986) described a response scaling method know as scalogram analysis. Generally, a relatively small number of items are used and items are worded to increase in strength. The belief is that once a participant agrees with a certain statement, he or she should subsequently agree with all other statements that are consistent with the first

statement response. In other words, if a participant

selects an item that is positive, but weak, he or she should

pick other items in the same context. The scalogram

analysis includes allowable response patterns that are

considered consistently logical responses. Any inconsistent

response patterns are errors. The larger the number of

subjects whose responses conform to allowable patterns, the

more certain we can be that these items form a

unidimensional scale.

Some of the Previous Research Using the SHRQ

Previous research has provided some degree of support

for the popular view of sense of humor as a positive

personality characteristic that has facilitative effects on

psychological health and well being. First, in studies by

Kupier and Martin (1986), evidence was found for stress-

moderating effects of sense of humor. These studies

demonstrated that individuals with a greater sense of humor

are less adversely affected by stressful life events, as

shown, for example, by less increase in negative moods such

as depression and anxiety (Martin & Lefcourt, 1983), and

less decrease in immune functioning as measured by secretory

immunoglobulin A (Martin & Dobbin, 1993). Subsequent

studies examined more closely the processes by which sense

of humor may be involved in coping with stress. For

example, Kuiper et al. (1993) found that individuals with

higher levels of humor, as assessed by the SHRQ and Coping

Humor Scale (CHS), were more likely to appraise an upcoming academic exam as a positive challenge rather than a negative threat, and to subsequently evaluate their own performance and adjust their expectations for future performance in a more realistic and self-protective manner. Thus, the stress-moderating effects of sense of humor appear to operate, at least in part, through more positive appraisals and more realistic cognitive processing of environmental information (Kuiper et al. 1995).

Second, besides the stress-buffering effects, Kuiper and Martin have also found evidence of positive enhancement effects of sense of humor. Kuiper and Martin (1993) found that individuals with higher scores on the SHRQ and other humor measures had higher levels of self-esteem, less discrepancy between their actual and ideal self-concepts, and more stable self-concepts, and were less likely to endorse dysfunctional self-evaluative standards and irrational, excessive contingencies for perceptions of self worth. In addition, sense of humor has been found to significantly relate to extraversion (Korotkov & Hannah 1994; Ruch 1994b; Ruch & Deckers 1993), which is the dimension in Eysenck's personality system that is most highly related to positive psychological funtioning. Korotkov and Hannah (1994) also found a positive correlation between the SHRQ and CHS and dispositional optimism, as measured by the Life Orientation Test.

Finally, previous research has provided evidence that sense of humor facilitates social and interpersonal interactions. Hampes (1992) found significantly higher interpersonal intimacy and lower social isolation among participants with higher levels of sense of humor measured by the SHRQ. In addition, sense of humor scores were significantly related to higher endorsement of self-descriptive adjectives reflecting sociability among university students (Kuiper & Martin 1993) as well as among clinically depressed patients, but not schizophrenics (Kuiper, 1998).

Martin and Lefcourt (1983, 1984) constructed the SHRQ and the Coping Humor Scale (CHS) both of which were employed in studies examining the stress moderator effect of humor. As previously described, the SHRQ asks participants to describe how often and to what degree they are apt to respond with laughter in situations that could be as irritating as they might be amusing. The response from the SHRQ could be thought of as an emotion-focussed coping response whereby more unsettling emotions are circumvented or short circuited by resorting to laughter. In contrast, the CHS inquires as to whether the participants deliberately use humor to alter difficult circumstances. The CHS differs from the SHRQ in that responses elicited from the CHS are more pertinent to actively changing the stressful nature of the situation than in undoing the negative effects that

might result from it. The SHRQ would seem to be more intrapersonal, and the CHS more interpersonal in focus. That the variables overlap one another and yet have dissimilarities is evident in that the correlations between them which rarely exceed .50 and typically hover around .25 (Lefcourt & Thomas, 1998).

To summarize, previous research has provided evidence that sense of humor as measured by the SHRQ may be viewed as a multidimensional positive personality characteristic with a number of facilitating effects. These include stress-reduction and positive enhancement effects ranging from more positive cognitive appraisals of life events to more facilitative social and interpersonal interactions. Thus, taken together, these studies provide evidence for the popular notion that sense of humor is one aspect of a broader constellation of positive personality characteristics that may then impact increased psychological health and subsequently affect the work environment.

While one looks at the evidence of sense of humor as it relates to positive personality characteristics, it is important to address some of the issues on the opposite side, namely, negative affect. Though the research in this area of negative affect and sense of humor is not extensive, it is still important in order to develop a clearer understanding of the construct sense of humor. Watson and

Clark (1984) define negative affect (NA) as a stable tendency to experience negative emotions across situations and time. People who are more psychologically healthy are expected to experience less NA, such as anxiety and depression. In past research, the relationship between humor and NA has been somewhat mixed (Kuiper & Martin, 1986). Lefcourt and Martin (1986) found only weak negative simple correlations, and noted that levels of life stress needed to be examined in order to understand the relationship between humor and affect disturbance. In other words, it is the interaction between sense of humor and life stress that predicts levels of affect disturbance, rather than sense of humor itself. Some other researchers have, however, reported modest negative relationships between sense of humor and negative affect (Kuiper & Olinger, 1995; Martin 1996).

Kuiper and Martin (1998) used the Costello-Comrey Depression and Anxiety Scale (CCDAS; Costello & Comrey, 1967) to measure negative affect. The correlation between coping humor and negative affect was significant (r=-.28, p< .001). Thus, individuals who reported using humor as a means of coping with stress reported lower levels of anxiety and depression (Kuiper & Martin, 1986). Overall, Kuiper and Martin (1998) found sense of humor, when compared to positive personality characteristics such as optimism, autonomy, or environmental mastery provided little support

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for the strongly held notion that sense of humor is strongly related to these personality qualities.

Ruch and Kohler (1998) also discuss humor in relationship to NA. They approach the concept from a temperament approach to humor by utilizing the concept of the following temperament traits: cheerfulness, seriousness, and bad mood. The latter is considered a form of humorlessness and has yet to receive the attention it deserves in humor research. Ruch and Kohler (1998) find this surprising since expressions such as "out of humor", "ill-humored" clearly suppose links between humor and negative affect. States of cheerfulness and bad mood appear as opposites in that one hardly can be cheerful and in a bad mood simultaneously; therefore, the successful induction of a cheerful state implies replacing the bad mood or reducing its intensity and prevalent bad mood would hinder the induction of cheerfulness and laughter. Indeed, while baseline negative mood levels did not predict humor appreciation (Ruch, 1994; Wicker, Thorelli, Barron III, & Willis, 1981), induced states of negative affect did (Prerost, 1983). However, someone in a bad mood might be prone to negative humor as in enjoying humor of misanthropic quality or being able to produce sarcastic remarks.

McGhee (1996) who listed negative mood as one of eight defining components of poor sense of humor has recently acknowledged the role of the trait, bad mood. While other

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conceptualizations of the sense of humor do not explicitly include this affective form of humorlessness, items of scales sometimes relate to bad mood. Nevertheless, Ruch and Kohler (1998) believe finer distinctions need to be drawn among several forms of "humorlessness." While both serious individuals and those in a bad mood may be perceived as humorless, the reasons are quite different. In the latter case, the generation of positive affect is impaired by the presence of a predominant negative affective state; in the former, there is lowered interest in engaging in humorous interaction or in switching to a more playful frame of mind, i.e., a stronger aspect of volition is involved. There may be differences among bad mood facets as well. While an ill-humored person, like the serious one, may not want to be involved in humor, the person in a sad mood may not be able to do so even if he or she would like to. Also while the sad person is not antagonistic to a cheerful group, the ill-humored one may be (Ruch & Koehler, 1998).

Bad mood might also be a disposition facilitating certain kinds of humor. Remplein (1956) argued that the lack of kindness among grumpy and grouchy types makes them react to inadequacies of fellow people with mockery, irony, cynicism, and sarcasm rather than with empathetic smiling (as the humorous persons would). Thus, bad mood as a trait might relate to humor positively *and* negatively.

In other research performed by Ruch and Koehler (1998), they found that irrespective of the measure they used (including STCI, FFM, NEOPI-R, BFQ), cheerfulness was associated with Extraversion/Energy, Agreeableness/Friendliness, and Emotional Stability/Low Neuroticism. Bad mood yielded the opposite pattern. The disagreeable neurotic introvert was predominantly prone to bad mood. The pattern found parallels that one found for the two orthogonal dimensions of positive and negative affect (Watson, et al., 1988). While cheerfulness correlated highly with positive affect and to a lesser extent negatively with negative affect, bad mood correlated highly with negative affect and less so negatively with positive affect (Ruch & Koehler, 1998).

The concept of negative affect in relationship to humor is complex and clearly in need of additional research. The literature appears to indicate there is a link between these two constructs and the results obtained thus far provide some evidence that cheerfulness, seriousness and bad mood as states and traits are relevant to the study of humor. Since the concepts are relatively new, some additional questions to be answered could include studying these concepts more specifically and defining the constructs more concretely. For example, experimental induction of cheerfulness, seriousness, and bad mood prior to exposure to humor would allow the investigation of these states as potential causal

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factors. Also, it might be of interest to study to what extent and by what means the individuals' location on these affective and mental dimensions can be changed in a lasting way or even permanently (Ruch & Weber, 1994).

Statement of Problem

Despite humor being such an integral part of business culture and climate, as well as a fundamental component of many successful leadership styles, there does not appear to be any specific measurement tool designed to evaluate sense of humor within the confines of a business setting. Much has been written about humor in the work force, as was previously discussed, yet this researcher found no information available regarding a specific instrument designed to evaluate the working population's sense of humor at work.

Yet, with stress and coping skills being a vital part of successful business techniques and these factors being related to a sense of humor, it would seem logical to create a measurement tool in order to capture this construct of sense of humor. The SHRQ has been tested almost exclusively with university students and psychiatric patients (see Martin et al.1984; Kuiper, 1986, Lefcourt & Martin, 1986). Martin and Lefcourt (1984) contended that further research was needed to investigate the utility of the SHRQ with other populations. Furthermore, the authors suggested that the items from the SHRQ could be altered or replaced by other

situations that might be more germane to different populations. It is the goal of this researcher to take the suggestion of the authors of the SHRQ and create a revised form of the scale in order to apply it to the workplace. The expectation is that reliability will remain consistent and potentially improve due to improved face validity and the situations depicted being more applicable to the population being utilized. Therefore, the following predictions were made:

Hypothesis 1: The BSHRQ when administered in conjunction with the SHRQ will show comparable reliability levels.

Hypothesis 2: The BSHRQ will show a positive correlation with coping humor as measured by the CHS.

Hypothesis 3: The BSHRQ will be related to organizational culture, specifically, the BSHRQ will be more highly correlated with innovative and supportive cultures than with a bureaucratic environment.

Hypothesis 4: The BSHRQ and negative affect will be inversely related.

METHOD PILOT STUDY

In a class project (Barrah, Doran, Kilinski-Dupuis, & Styers, 1999), the <u>existing</u> SHRQ was reformatted from the Guttman-type response to a Likert type scale with anchors of (1)"I would not have been particularly amused" to (5) "I would have laughed a lot." The situational questions were left intact but the response options were altered. By changing the way the response option was presented, the scale appeared more aesthetically pleasing, thereby making it easier for participants to complete (See Appendix B). The SHRQ with the revised format also took less time for participants to complete and was easier for the researchers to score. The class research on the revised SHRQ resulted in a Cronbach's alpha for the 20-item scale of .75. An analysis of individual items revealed average corrected item-total correlations ranging from .16 to .47 for a university sample of 98 students.

The purpose of the pilot study for this thesis was to evaluate an alternative form of the SHRQ (to be referred to as the BSHRQ for Business SHRQ) and measure the reliability and validity of the new form as it compares to the <u>original</u> version (Martin & Lefcourt, 1983). Questions were rewritten to be representative of potential situational business experiences. One example item reads, "On days when work is not hectic and you and your work group are working on a

project you really enjoy, to what extent would you have responded with humor during the day?" Responses range from (1) "I would not have found much to laugh about" to (5) "I would have laughed much of the day." (See Appendix C for complete scale).

Participants

The sample for this pilot study consisted of 221 students from California State University, San Bernardino. Surveys were administered to intact Psychology classes during spring quarter. These classes included first year level classes as well as advanced (junior/senior) undergraduate level classes. Instructors provided students with extra credit for participating in the study. The sample of 221 students ranged in age from 18 to 71 years of age with an average age of 25 years. There were 156 (70.6%) female and 65 (29.4%) male participants. Of the total sample, 59 (26.7%) were freshman, 30 (13.6%) were sophomores, 60 (29.9) were juniors, 62 (28.1%) were seniors, and four (1.8%) were graduate students.

Materials

Two scales that measured sense of humor were used. The first measure was the original Situational Humor Response Questionnaire (SHRQ), a 21-item scale developed by Martin and Lefcourt (1984). This scale assesses the degree to which a person typically responds with mirth and laughter to a wide variety of life situations. The original scale

consisted of a 5-point response scale, which ranged from (1) "I wouldn't have found it particularly amusing" to (5) "I would have laughed heartily." The validity of the scale has been supported by significant positive correlations between scores on this measure and a variety of other measures of humor, including behavioral observations, peer ratings, and experimenter evaluations of humor and wit (Lefcourt & Martin 1984; Kuiper & Martin 1993). Kilinski-Dupuis and Kottke (1999), who looked at humor and supervisor's leadership behavior, found that item 21 was worded ambiguously (its item total correlation was -.29, and alpha was improved from .70 to .79 when removed) and was deleted from the analysis. Hence, item 21 was not used in this pilot study. The second measure used was the BSHRQ, a 20-item scale based upon the original SHRQ where the questions were rewritten to represent potential business settings and measure the degree of humor individuals utilize in a work setting. The response format was changed to a 5-point Likert scale and the situational questions depicted potential work place situations. An example question was "If you were at a business lunch with clients and the waiter accidentally spilled a drink on you, how would you have reacted?" Responses can range from (1) "I would not have found much to laugh about" to (5) "I would have laughed a lot." For the pilot study, participants were asked to complete both the original SHRQ and the BSHRQ, in addition to demographic

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information including age, gender, and class level (i.e.,
freshman, sophomore) in order to compare the reliability of
the BSHRQ to the SHRQ.

Procedures

Student participants were asked to complete the packet
with the SHRQ and the BSHRQ, in conjunction with basic
demographic information, including age, gender, and class
level. Participation was voluntary and completing the survey
took about 15 minutes. Upon completion of the survey,
students were instructed to return the questionnaires to the
researcher or the instructor (who in turn returned the
survey to the researcher). Of the 240 surveys distributed,
one-half presented the BSHRQ first; the other half presented
the SHRQ first to counterbalance for a possible order of
presentation effect.

RESULTS OF PILOT STUDY

Descriptive statistics were evaluated for each item
(means, standard deviations, skewness, and kurtosis). Refer
to Table 1 for means and standard deviations. In both the
BSHRQ and the SHRQ several items were negatively skewed and
upon review of the items it was evident that the items were
situations where the use of humor would be an inappropriate
response based upon the severity of the situation. An
example would include "You just broke up with your boy/girl
friend and were telling a friend about it. How would you
have responded?" or "Your organization just had a major
downsizing and your position was being eliminated. How would
you have responded?" Based upon the nature of the items, no
transformations were performed. The BSHRQ and SHRQ scales
each showed normal distributions when evaluated in their
entirety.

Table 1.

Item Total Statistics for BSHRQ and SHRQ

Scale	Total Mean	Item Mean	SD
SHRQ	56.43	2.82	9.47
BSHRQ	57.05	2.85	9.73

There was no effect for presentation order. The means
and standard deviations were comparable for total scale
scores regardless of which scale was presented first (see
table 2).

Table 2.

Order Effects of SHRQ and BSHRQ

	Scale	M	SD	
SHRQ 1ˢᵗ	SHRQ	2.808	.467	
	BSHRQ	2.852	.438	t=.726, p=.469
BSHRQ 1ˢᵗ	SHRQ	2.833	.519	
	BSHRQ	2.875	.446	t=.637, p=.525

Hypothesis 1

It was predicted that the BSHRQ when administered in
conjunction with the SHRQ would show comparable reliability
levels. Alpha reliabilities of the BSHRQ and the SHRQ scales
were conducted and support was found for Hypothesis 1. The
20-item BSHRQ yielded a standardized item alpha of .7945 ($\underline{M}$ =
57.05, $\underline{SD}$ = 9.73). The SHRQ resulted in a standardized item
alpha of .7840 ($\underline{M}$ = 56.43, $\underline{SD}$ = 9.47). The alpha level for
both scales is consistent with the previous research on the
SHRQ. Alpha could not be improved for either scale by
deleting any items (see Appendix D for item total statistics
of the BSHRQ).

Further evidence that the construct being measured by
the BSHRQ shares significantly with the SHRQ can be found in
the correlation between the two ($\underline{r}$=.776). A Principal Axis
Factor analysis with Varimax rotation was conducted on the
BHSRQ resulting in a two-factor solution. The first factor
represents situations where humor is a more appropriate and
logical response. The second factor demonstrates more

negative and trying situations where humor may not always be appropriate and therefore, more difficult to produce. The individual items and item loading for each factor are itemized in Appendix E.

METHOD MAIN STUDY

Participants

        Participants were recruited from an international

marketing company, a national insurance company, a

communications company, and service organizations. These

participants volunteered to take the survey and encompassed

all levels of each organization from the entry level to the

executive level. Demographic information was collected

including such information as age, gender, length of

employment, average income, and whether the participant

holds a supervisory position. All participants were treated

in accordance with the "Ethical Principles of Psychologists

and Codes of Conduct" (American Psychological Association,

1992).

Sample

        The total number of completed surveys for this project

was 208 of the 350 surveys distributed, a response rate of

59.4%, with 117 completed by women and 91 completed by men.

Of the sample, 73 (35%) came from an international marketing

company, 45 (22%) were from a national insurance company, 35

(17%) were from a communications organization, and 55 (26%)

came from customer service/sales businesses.

        The international marketing company is a privately held

company with two separate offices in Southern California.

This organization employs approximately 140 people and has

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been in business since 1982. All employees received questionnaires to complete and 52% returned surveys.

The national insurance company has offices across the United States. For this study, an individual office in Southern California participated. This national insurance company is part of a larger multi-national conglomerate generating revenues in the billions annually. The particular location participating in the research is primarily involved with resolving insurance claims. Sixty questionnaires were distributed in this location; 45 were completed for a 75% return rate.

The communication company represents an employer of approximately 10,000 individuals with offices located through out the western United States. For this study, a single location in Southern California was solicited to participate. This organization is primarily focused in the telecommunication industry. Seventy-five surveys were distributed; 35 completed surveys were returned representing a 47% return rate.

In the final category, identified as customer service/sales, responses came from several sites including the golf and resort industry and the gaming and entertainment industry. Here, a total of 75 questionnaires were distributed, 55 were completed and returned, resulting in a 73% response rate.

Age ranged from 19 to 70 years old with a mean age of 42 (SD=10.12). Total average years of work experience was 23 and the majority (41.8%) reported working for their particular organization from one to five years followed by 31.7% who reported being with the current organization in excess of ten years. Salary ranged from under $25,000 to over $100,000 annually with the majority (54.8%) reporting earnings between $25,000-$44,999. Sixty-one participants reported being in a supervisory position with average tenure as a supervisor being four years and number of individuals supervised ranged from one to 55 (M=3.45, SD=8.17). The types of positions held within the sample is shown in Table 3 with frequency and percent indicated.

Table 3.

Type of Position Held in the Organization

Type of position	Frequency	Percent
Clerical/administrative	29	13.9
Accounting/finance	23	11.1
Product development	8	3.8
Customer service	53	25.5
Executive/management	34	16.3
Technical/MIS	15	7.2
Inventory	7	3.4
Warehouse/S-R	4	1.9
Sales/marketing	4	5.8
Purchasing	4	1.9
Other	19	9.1
Total	208	100.0

Materials

BSHRQ. The BSHRQ, the twenty item Likert scale utilized in the pilot study, was used to measure sense of humor in the work place. Standardized item alpha for the present study yielded alpha coefficient of .778 ($\underline{M}$=57.831, $\underline{SD}$=9.077). Scale is shown in Appendix C.

CHS. The Coping Humor Scale (CHS) is a seven-item scale designed by Martin and Lefcourt (1983) to assess the degree to which individuals report using humor as a means of coping with stressful experiences. An example statement would be "I often lose my sense of humor when I'm having

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problems" scored on a four point Likert scale where (1) is strongly disagree to (4) strongly agree. The complete scale is shown in Appendix F. As previously discussed, the SHRQ and the CHS do overlap each other but also have dissimilarities evidenced by correlations between them which rarely exceed .50 and are generally close to .25 (Lefcourt & Thomas, 1998). In the present study the correlation between the CHS and the BSHRQ was r=.509, p<.001. Standardized item alpha for the current research yielded alpha coefficient of .639 (M=20.658, SD=3.171).

Job-related Tension Scale. The Job-related Tension Scale (JRTS) is a nine-item scale created by Kahn, Wolfe, Quinn, and Snoek (1964), has been used to examine the nature of organizational stress and its relationship to the use of humor within an organizational context (see Appendix G for complete scale). Participants indicate how frequently they feel bothered about specific features of work, with answers scored from (1) never to (5) nearly all the time. A sample statement was "How frequently are you bothered at work by feeling that you have too heavy a work load, one that you can't possibly finish during an ordinary workday." A total mean score is calculated, with a high value indicating high tension. The authors reported a coefficient alpha of .87 and in the present study standardized item alpha coefficient was .860 (M=23.11, SD=6.31).

Negative Affect. Negative Affect (NA) was measured by the ten-item sub-scale (The PANAS: Positive Affect and Negative Affect Scale) developed by Watson, Clark, and Tellegen (1988). The scale (shown in Appendix I) consists of a number of words that describe different feelings and emotions such as irritable, nervous, and hostile. Participants are asked to respond whether they feel these emotions generally (on average) on a 5-point Likert scale with (1) very slightly to (5) extremely. Watson and colleagues found the scale high in internal consistency and reported alpha reliabilities from .84 to .87 for NA. In the current project, standardized item alpha yielded an alpha coefficient of .836 ($\underline{M}$=16.39, $\underline{SD}$=5.24).

Organizational Cultural Index. The Organizational Cultural Index (Margerison, 1979) is a twenty-four item scale (see Appendix J) designed to profile types of organizational culture. The Organizational Cultural Index (OCI) identifies three types of corporate culture profiles: Bureaucratic, innovative, and supportive. Bureaucratic cultures are considered hierarchical and compartmentalized with clear lines of responsibility and authority. This type of culture is generally based on control and power. Innovative cultures are exciting and dynamic where entrepreneurial and ambitious people thrive. Supportive cultures are defined as warm, "fuzzy" places to work where people are friendly, fair, and helpful to each other. The

OCI lists a collection of phrases (i.e., risk taking, equitable, power-oriented) and asks the individual to indicate which most closely corresponds with how s/he views their organization on a four point scale were (0) does not describe my organization to (3) describes my organization most of the time. The standardized item alpha coefficient for the Supportive Organizational Culture yielded alpha coefficient of .792 (M=14.33, SD=4.64). The Innovative Organizational Culture yielded an alpha coefficient of .719 (M=14.865, SD=4.24) and Bureaucratic Organizational Culture resulted in an alpha coefficient of .717 (M=15.817, SD=4.129).

Procedures

Each organization's human resource department was contacted and asked to participate. Organizations were informed the data collected would be confidential, anonymous and reported in-group format only. Each participant received a packet with the BSHRQ, CHS, JTS, the OCI and the necessary demographic information. In addition, the packets included a 9" X 12" plain white envelope. Participants were informed that the survey would take 20 minutes to complete and upon completion of the questionnaire, participants were asked to place the packet into the envelope provided, seal it and return it to the designated location. The researcher pre-established a location where the surveys were to be

dropped off and the researcher collected the surveys at the end of the designated time frame.

RESULTS OF MAIN STUDY

Prior to analysis, all variables and data were examined through SPSS DESCRIPTIVES and FREQUENCIES for accuracy of data entry, missing values, and screened for normality. Several of the items (2, 11, 14, 15,and 17) in the BSHRQ were significantly skewed. Upon review of the individual items, it was decided the items reflected situations that may not be considered humorous by most and no transformations were made. An example of an item was "If your corporation had a major downsizing and your position was being eliminated, and you were telling a friend about the situation a few days later, how would you have responded?" In addition, most of the items in the NA scale were negatively skewed, as was the scale itself. Negative skew for the NA scale is not surprising considering the types of emotions participants would have to admit to experiencing (e.g., ashamed, hostile, guilty). To correct for the skewness of this scale, a square root transformation was calculated. However, in subsequent analyses, the improvement from using the transformed variable was deemed marginal when compared to the original, untransformed scale. Therefore, the untransformed scale was used in all analyses reported.

<u>Hypothesis 2</u>

It was predicted that the BSHRQ would show a positive correlation with coping humor as measured by the CHS. Support was found for hypothesis 2: the BSHRQ and CHS were positively correlated ($\underline{r}$=.509, $\underline{p}$<.001). Further, when correlations were run for each organization, BSHRQ and CHS were also positively correlated(Refer to Table 3; individual organizational correlations refer to Appendices K-N).

<u>Hypothesis 3.</u>

The BSHRQ was predicted to be related to organizational culture, specifically, the BSHRQ was predicted to be more highly correlated with innovative and supportive cultures than to bureaucratic culture. Counter to the prediction, the BSHRQ was not significantly correlated with any of the OCI sub-scales: Bureaucratic culture ($\underline{r}$=-.041, $\underline{p}$=.554), Innovative culture ($\underline{r}$=.028, $\underline{p}$=.688), and Supportive culture ($\underline{r}$=.064), $\underline{p}$=.356). However, when the correlations of culture and the BSHRQ were run by company, significant results for one company were found. For the international marketing company, the BSHRQ was positively correlated with Supportive Corporate Culture($\underline{r}$=.380, $\underline{p}$<.001). Correlations for overall BSHRQ and all variables are provided in Table 4. Correlations by individual organization are listed in Appendices K-N.

Table 4.

Correlations for Overall BSHRQ

	BSHRQ	CHS	JBTS	NA	BUREAU	INNOV
CHS	.509**					
JBTS	.100	-.052				
NA	-.044	-.142*	.450**			
BUREAU	-.041	.088	-.077	.104		
INNOV	.028	.117	-.019	-.128	.199**	
SUPPORT	.064	.142*	-.303**	-.250**	.147*	.596**

*. Correlation is significant at the .05 level (2-tailed).
**. Correlation is significant at the .01 level (2-tailed).

Hypothesis 4.

The prediction for hypothesis 4 was that the BSHRQ and negative affect would be inversely related. The direction of the correlation was negative but the correlation was not statistically significant($\underline{r}$=-.044, $\underline{p}$=.532).

ADDITIONAL FINDINGS

Organizational Culture

All three Corporate Culture Indexes showed positive significant intercorrelations, with the strongest relationship being between Innovative and Supportive Corporate Cultures (r=.596, p<.001), This finding was consistent across organizations. Supportive corporate culture was negatively correlated with NA (r=-.250, p<.001), but Innovative and Bureaucratic Cultures showed no significant correlations with NA. The relationship between Supportive corporate culture and NA was significant for the international marketing company (r=-.232, p=.048) and the communication company (r=-.383, p=.023). In addition, the JBTS was significantly inversely related to Supportive Corporate Culture (r=-.303, p<.001). The JBTS and Supportive Corporate Culture demonstrated this negative relationship across organizations, but only the international marketing company (r=-.355, p=.002) and communications company (r=-469, p=.004)were significant. There was no significant relationship between the JBTS and Bureaucratic or Innovative Cultures in the overall analysis or within the individual organizations. The CHS was positively correlated with Supportive Corporate Culture (r=.142, p=.041) but not significantly related to either Innovative or Bureaucratic Corporate Cultures. (For complete correlations, refer to Table 4 and Appendices K-N).

NA was significantly negatively related to CHS (r=-.142, p=.041). Another interesting relationship was between NA and the Job Tension Scale (JBTS). These two variables reflected an overall positive correlation (r=.450, p<.001), indicating higher levels of Negative Affect were associated with higher levels of Job Tension. This finding was significant and consistent across all four organizations (See correlations individual organizations in Appendices K-N).

Factor Analysis of the BSHRQ

A Principal Axis Factor analysis with Varimax rotation was conducted on the BSHRQ resulting in a two-factor solution. As was with the first factor analysis conducted on the pilot data, the first factor represents situations in the work place where humor is a clearly more appropriate and logical response. The second factor demonstrates more negative and difficult work situations where humor may not always be appropriate, and may be more difficult to produce. The individual items and item loading for each factor is detailed in Appendix O.

Utilizing the two sub-scales for the BSHRQ, correlations were run again for the variables of Bureaucratic, Innovative, and Supportive organizational cultures in addition to NA, CHS, and JBTS. This analysis did not yield any additional significant results between the

BSHRQ sub-scales and other variables of the hypotheses (see Table 5).

Table 5.

Correlations for Two Factor Solution of the BSHRQ

	BSFAC1	BSFAC2	CHS	JBTS	NA	BUREAU	INNOV
BSFAC2	.212**						
CHS	.552**	.267**					
JBTS	.050	.034	-.052				
NA	-.076	-.017	-.142*	.450**			
BUREAU	-.026	.006	.088	-.077	.104		
INNOV	.103	.011	.117	-.019	-.128	.199**	
SUPPORT	.095	.098	.142*	-303**	-.250**	.147*	.596**

*. Correlation is significant at the .05 level (2-tailed).
**. Correlation is significant at the .01 level (2-tailed).

DISCUSSION

The results of the pilot study (Hypothesis 1) which compared the reliabilities of the BSHRQ to the original SHRQ demonstrated that the two scales are similar in reliability and the correlation ($r=.77$) between the two indicate they are measuring similar constructs. This provides support for the belief that the SHRQ could be rewritten to reflect different types of situations as was suggested by Lefcourt and Martin (1983). Furthermore, the BSHRQ can be used in business settings to better represent the type of environment in which employees operate.

The current study also found a consistent pattern of significant correlations of the BSHRQ and the CHS (Hypothesis 2). The pattern of relationship was similar regardless of the type of organization or type of organizational culture. The finding follows the path of previous research indicating the two scales are somewhat related, yet have dissimilarities evidenced in the overall correlations of. The results provide support for Hypothesis 2 in that the BSHRQ and CHS are indeed positively correlated consistent with previous research.

Hypothesis 3 predicted that the BSHRQ would be significantly related to organizational culture, specifically that the BSHRQ would be more significantly related to Innovative and Supportive organizational cultures than to Bureaucratic culture. The overall analysis did not

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provide support for this hypothesis. However, what is interesting to note is when the analysis was conducted by organization, the international marketing company yielded a positive correlation between the BSHRQ and Supportive Organizational Culture.

What was different about this group compared to the rest of the sample? Perhaps the most likely reason for this significant result was the size of sample taken from this organization. The marketing company is a small organization of 140 employees of which 73 responded to the study. A response rate of more than 50% of an entire group provides a clearer picture of the company itself, and in return allows for a distinct organizational culture to be more accurately measured. In contrast, the other three groups were very small subsets of much larger and diverse organizations. In the results from the other three groups, the size of the samples were very small and perhaps not as representative of the entire organization and calls into question the statistical power of the analysis. When reviewing the organizational culture means for each company, one should note that the marketing company had the highest mean for both Innovative and Supportive Culture ($\underline{M}$=17.08 and 16.30 respectively) and the insurance company had the highest mean for Bureaucratic Culture ($\underline{M}$=16.51). A supportive and innovative culture could in fact facilitate the use of humor since this type of culture tends to create an environment of

harmony and openness, much like an extended family, as well as an innovative and creative work place. The international marketing company utilized in this study, in many ways is like an extended family. The organization is small and most employees all know each other and have worked together on various creative projects. Through the creation of a safe, trusting, and collaborative workplace, an individual or work group may feel more able to display and utilize a sense of humor without the potential negative consequences other types of cultures may inflict and this may in fact be why the marketing company showed the significant relationship with the BSHRQ and Supportive Corporate culture.

Another point which should be considered is how intangible the construct of organizational culture may actually be. The literature on corporate or organizational culture and climate has a multitude of conflicting (if accurate) definitions, and like people's personalities, organizational cultures are elusive, complex, and paradoxical. Understanding culture means understanding the difference between the formal and informal rules, the espoused way of doing things and the "real" way. According to Wallach (1983), one must evaluate and operate within the hidden cultural expectations and rules in order to fully comprehend the culture/climate of a particular organization.

The elusive nature of culture provides researchers with a challenge in attempting to measure the construct. The

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Organizational Culture Index utilized in the present study was divided into three sub scales: Bureaucratic, Innovative, and Supportive cultures. However, organizations will not fit each categorical mold to perfection. Rather, the flavor of an organization will be a combination of all three categories, to varying degrees. The relationship of the three sub-scales is shown in the correlations. Bureaucratic Culture was very slightly correlated with Innovative and Supportive Organizational Culture in the overall analysis representing only 4% and 2% of the shared variance. In contrast, Innovative and Supportive Organizational Culture demonstrated a stronger relationship accounting for 35% of the variance. The relationship between innovative and supportive culture was also consistent within each organization. If one considers the types of organizations previously discussed that have a strong humor foundation imbedded within the organizational culture, such as South West Airlines, Ben and Jerry's or Sun Microsystems, it seems logical that innovative and supportive organizations would rate higher in sense of humor than those perceived as more bureaucratic. In looking at the marketing company, the means were highest for innovative and supportive culture and this group was the only one to demonstrate a correlation between culture and the BSHRQ.

In addition, when looking at the individual organizations who participated in this study, it is

important to note that three of the four organizations represented much larger and diverse companies, in contrast to the marketing corporation (i.e., 140 employees compared to thousands). As the size of an organization grows, the culture within the organization may become more diverse and complex. Organizational growth is generally indicative of more layers and departments within the overall structure. These individual departments may develop unique subcultures relative to the type of work performed within the specific department. For example, a large organization may have an accounting department, a marketing department, inventory control and so on. Each of these individual departments may in fact create sub-cultures of their own, making the ability to capture an overall culture for an organization much more difficult and complex. Whether or not the present research was able to tap into this distinct possibility of sub-cultures presents an additional limitation and opportunity for further research.

In Hypothesis 4, it was predicted that the BSHRQ would have an inverse relationship to NA. In the present study, the BSHRQ and NA revealed no significant results. Therefore, the debate about the relationship between humor and NA shall be continued. In previous research, Lefcourt and Martin (1986) found only weak negative simple correlations between humor and NA. Kuiper and Martin (1988) reported that individuals using humor as a means of coping with stress

reported lower levels of anxiety and depression. However, these researchers also utilized the Costello-Comrey Depression and Anxiety Scale, which may tap more into depression than to NA as an overall construct. Other researchers (Remplein, 1956; Ruch & Koehler, 1998, Mc Ghee, 1979) looked at NA in terms of negative mood or "bad mood"and found the overall indication of bad mood as a trait could relate to humor both positively *and* negatively. The literature demonstrates some type of link between humor and NA, but the complexity of the concepts of NA and its relationship to humor calls for additional research in the area.

However, it is interesting to note that NA was positively correlated with JBTS demonstrating that higher levels of NA are related to higher levels of job tension. Further, NA was negatively related to a Supportive Corporate Culture. This appears to indicate that the more supportive an organization's culture is, the less negative affect an employee may experience on the job. Perhaps this is an area one can begin to extrapolate additional information about the humor component. In previous research, supportive environments represent open and harmonious places of employment where phrases like trusting, safe, equitable, sociable, encouraging, open, relationship-oriented and collaborative are predominantly communicated and practiced (Wallach, 1983). Levin and Stokes (1989) examined the

relation of negative affect to job satisfaction. In that particular study, the researchers manipulated mood and found that respondents who received positive mood inductions rated task dimensions and task satisfaction more favorably than control respondents did. Though most jobs have both positive and negative attributes, a supportive culture will be more prone to communicating a stronger constructive and positive message, thereby potentially reducing the overall negative affect of individuals within the organization.

Continuing with the relationship between humor and NA, the CHS was positively correlated with the Supportive Corporate culture sub-scale, in contrast to NA which, as previously discussed, was negatively correlated with the Supportive culture. This difference offers some interesting potential interpretations. One explanation could be that CHS taps into some level of humor use that is more easily accessible in a Supportive culture. Or, another possibility could be that a supportive culture consciously or unconsciously selects employees partially based upon their sense of humor, much like what Southwest Airlines claims to do (Quick, 1993). Also, the ability to utilize humor as a coping tool has been discussed in the literature as a means of relieving stress and creating cohesive work groups.

Limitations and Possible Future Research

As with most field studies there are limitations which must be addressed beginning here with the sample itself.

Though the overall number of subjects represented a respectable number, the diversity of the organizations within the sample may have created too much variety and diluted the possible effects of the BSHRQ, due to the sub-set sample sizes being relatively small. Because of these small samples within each organization, possible "moderating" effects by type of organization could not be fully examined, and though the findings may be accurate as they stand, it is impossible to determine with such small organizational samples. It is possible that this contributed to the mixed findings of the present study. A possible solution may be to collect data from a larger number of participants from these diverse organizations to determine if indeed the type of organization might have an influence on the use of humor in the workforce. For example, this study gathered information from a marketing type organization; in the future, other companies could be selected to participate in order to compare the potentially different cultures intrinsic in all companies with the construct of sense of humor.

Another potential limitation could be some of the items within the BSHRQ itself. These items could be construed as more applicable to a middle/upper level management position rather than a broader general working population. As an example, a smaller percentage of people may have actually experienced client, boss dinners, board meetings, or air

travel. Though it can be argued that most in the work force may indeed be able to imagine such situations, the response is less situational than if one had experienced the event his/her self. In the present sample, the number of individuals within the supervisory/executive category (34) was too few to be able to determine whether the BSHRQ was more effective when compared to the overall sample. A suggestion for the future could include rewriting questions to reflect more general work place scenarios or to create questions specific to different industries. For example, questions could be designed to tap into a sales environment or software development companies or the service industry.

As was previously suggested, the measurement of culture or climate is complex. In order to better evaluate the particular type of culture within an organization, the utilization of a more extensive culture/climate scale in conjunction with the BSHRQ may prove to yield results that are more informative. In defense of the OCI, it provided a shorter more time effective method of attempting to measure organizational culture. In addition, when faced with the challenge of convincing organizations to participate in this type of research, the length of the survey and time needed to complete it was important to this researcher.

Conclusion

Overall, the findings in the present study offer the reader mixed results. The BSHRQ was demonstrated to be

consistent in reliability with the SHRQ and found to be
consistent with previous research on the correlation between
the CHS and the SHRQ. However, the ability to identify a
cultural component in relationship to the BSHRQ has limited
support and the relationship of sense of humor and NA is yet
to be supported.

In looking at the dynamic fast paced business world of
the new millennium, humor can play a vital role in helping
to facilitate and encourage the creative thought processes
necessary to succeed. For starters, humor in an ideal way to
facilitate camaraderie and teamwork. The present research
did provide support, albeit limited, to the concept that
supportive cultures utilize a sense of humor within the
confines of the workplace. On an attitudinal level, humor
helps people defer judgement and let go of rigidity. This
attitude allows people to accept contributions from others
more readily (Caudron, 1992). The ability to assist in
creating camaraderie, teamwork and flexibility is found in
the underlying constructs of Innovative and Supportive
cultures and could account for the reason support was found
between the BSHRQ, the marketing company sample and a
supportive culture in the present study. Duncan, Smeltzer,
and Leap (1990) also believe that humor may have a pervasive
effect on organizational culture and humor can help define
the roles of employees at different levels within an
organization. Thus, humor may serve a potentially important

tool for organizational development, subsequently

influencing the underpinnings of an organizational culture

itself.

Humor and laughter mean different things to different people. Each of us has conceptions of what kinds of situations are funny, notions of the appropriateness of humor in various situations, and a sense of the importance of humor in our lives.

In this questionnaire you will find descriptions of a number of situations in which you may have found yourself from time to time. For each question, please take a moment to recall a time when you were actually in such a situation. **Think about whether you found the situation funny (or not) and how you would have reacted (i.e., not laughing, being amused or not, giggling or smiling a little or a lot, laughing a little or a lot, etc.).** In the event you cannot remember such an experience, try to imagine yourself in the situation, filling in the details in ways that reflect your own experiences. **Then circle the <u>letter</u> on the scale that best describes the way you have responded or would have responded in such a situation.**

1. If you were shopping by yourself in a distant city and you unexpectedly saw an acquaintance from school, how have you responded or would you respond?
    a) I would probably not bothered to speak to the person.
    b) I would have talked to the person but wouldn't have shown much humor.
    c) I would have found something to smile about in talking with him or her.
    d) I would have found something to laugh about with the person.
    e) I would have laughed heartily with the person.

2. If you were awakened from a deep sleep in the middle of the night by the ringing of the telephone, and it was an old friend who was just passing through town and had decided to call and say hello
    a) I wouldn't have been particularly amused.
    b) I would have felt somewhat amused but would not have laughed.
    c) I would have been able to laugh at something funny my friend said.
    d) I would have been able to laugh and say something funny to my friend.
    e) I would have laughed heartily with my friend.

3. You accidentally hurt yourself and had to spend a few days in bed. During that time in bed, how would you have responded?
    a) I would not have found anything particularly amusing.
    b) I would have smiled occasionally.
    c) I would have smiled a lot and laughed from time to time.
    d) I would have found quite a lot to laugh about.
    e) I would have laughed heartily much of the time.

4. When you have been engaged in some lengthy physical activity (e.g., swimming, hiking, skiing) and you and your friends found yourselves to be completely exhausted
    a) I wouldn't have found it particularly amusing.
    b) I would have been amused, but wouldn't have shown it outwardly.
    c) I would have smiled.
    d) I would have laughed.
    e) I would have laughed heartily much of the time.

5. If you arrived at a party and found that someone else was wearing piece of clothing identical to yours
    a) I wouldn't have found it particularly amusing.
    b) I would have been amused but wouldn't have shown it outwardly.
    c) I would have smiled.
    d) I would have laughed.
    e) I would have laughed heartily.

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6. If a friend gave you a puzzle to solve and you found, much to your friend's surprise, that you were able to solve it very quickly
      a) I wouldn't have found it particularly amusing.
      b) I would have been amused but wouldn't have shown it outwardly.
      c) I would have smiled.
      d) I would have laughed.
      e) I would have laughed heartily.

7. On days when you've had absolutely no responsibilities or engagements, and you've decided to do something you really enjoy with some friends, to what extent would you have responded with humor during the day?
      a) The activity we were engaged in would not have involved much smiling or laughter.
      b) I would have been smiling from time to time, but wouldn't have had much occasion to laugh aloud.
      c) I would have smiled frequently and laughed from time to time.
      d) I would have laughed aloud quite frequently.
      e) I would have laughed heartily much of the time.

8. You were traveling in a car in the winter and suddenly the car spun around on an ice patch and came to rest facing the wrong way on the opposite side of the highway. You were relieved to find that no one was hurt and no damage had been done to the car
      a) I wouldn't have found it particularly amusing.
      b) I would have been amused, but wouldn't have shown it outwardly.
      c) I would have smiled.
      d) I would have laughed.
      e) I would have laughed heartily.

9. If you were watching a movie or TV program with some friends and you found one scene particularly funny, but no one else appeared to find it humorous, how would you have reacted most commonly?
      a) I would have concluded that I must have misunderstood something or that it wasn't really funny.
      b) I would have "smiled to myself", but wouldn't have shown my amusement outwardly.
      c) I would have smiled visibly.
      d) I would have laughed aloud.
      e) I would have laughed heartily.

10. If you were having a romantic evening alone with someone you really liked (girlfriend, boyfriend, spouse, etc.)
      a) I would have tended to be quite serious in my conversation.
      b) I'd have smiled occasionally, but probably wouldn't have laughed aloud much.
      c) I'd have smiled frequently and laughed aloud quite frequently.
      d) I'd have laughed aloud quite frequently.
      e) I'd have laughed heartily much of the time.

11. If you got an unexpectedly low mark on an exam and later that evening were telling a friend about it
      a) I would not have been amused.
      b) I would have been amused, but wouldn't have shown it outwardly.
      c) I would have been able to smile.
      d) I would have been able to laugh.
      e) I would have laughed heartily.

12. You thought you recognized a friend in a crowded room. You attracted the person's attention and hurried over to him or her, but when you got there you discovered you had made a mistake ad the person was a total stranger.
      a) I wouldn't have been particularly amused.
      b) I would have been amused, but wouldn't have shown it outwardly.
      c) I would have smiled.
      d) I would have laughed.
      e) I would have laughed heartily.

13. If you were eating in a restaurant with some friends and the waiter accidentally spilled a drink on you
      a) I would not have been particularly amused.
      b) I would have been amused, but wouldn't have shown it outwardly.
      c) I would have smiled.
      d) I would have laughed.
      e) I would have laughed heartily.

14. If you were crossing the a street at a crosswalk and an impatient driver, who had had to stop for you honked the horn
    a) I would not have been amused.
    b) I would have been amused, but wouldn't have shown it outwardly.
    c) I would have smiled.
    d) I would have laughed.
    e) I would have laughed heartily.
15. If there had been a computer error and you had spent all morning standing in line-ups at various offices trying to get the problem sorted out
    a) I wouldn't have been amused.
    b) I would have been able to experience some amusement, but wouldn't have shown it.
    c) I would have smiled a lot.
    d) I would have laughed.
    e) I would have laughed heartily.
16. If the teacher announced that s/he would hand back the exams in the order of grade, beginning with the highest mark in the class, and you name was one of the first to be called
    a) I wouldn't have found it particularly amusing.
    b) I would have been amused, but wouldn't have shown it outwardly.
    c) I would have smiled.
    d) I would have laughed.
    e) I would have laughed heartily..
17. In the past, if your boyfriend/girlfriend decided to break up with you because s/he had
    found someone else, and a few days later you were telling friend about it
    a) I wouldn't have found any humor in the situation.
    b) I would have been able to experience some amusement, but wouldn't have shown it.
    c) I would have been able to smile.
    d) I would have been able to laugh.
    e) I would have laughed quite a lot.
18. If you were eating in a restaurant with some friends and the waiter accidentally spilled some soup on one of your friends
    a) I would not have been particularly amused.
    b) I would have been amused but wouldn't have shown it.
    c) I would have smiled.
    d) I would have laughed.
    e) I would have laughed heartily.
19. In choosing your friends, how desirable do you feel it is for them to be easily amused and able to laugh in a wide variety of situations?
    a) The most important characteristic I look for in a friend
    b) Very desirable, but not the most important characteristic
    c) Quite desirable
    d) Neither desirable nor undesirable
    e) Not very desirable
20. How would you rate yourself in terms of your likelihood of being amused and laughing in a wide variety of situations?
    a) my most outstanding characteristic
    b) above average
    c) about average
    d) less than average
    e) very little
21. How much do you vary from one situation to another in the extent to which who you are with, where you are, how you feel, etc.?
    a) not at all
    b) not very much
    c) to some extent
    d) quite a bit
    e) very much so

Humor and laughter mean different things to different people. Each of us has conceptions of what kinds of situations are funny, notions of the appropriateness of humor in various situations, and a sense of the importance of humor in our lives.

In this questionnaire you will find descriptions of a number of situations in which you may have found yourself from time to time. For each question, please take a moment to recall a time when you were actually in such a situation. If you cannot remember such an experience, try to imagine yourself in such a situation, filling in the details in ways that reflect your own experience. Then circle the number on the scale from one (1) to five (5) that best describes the way you have responded or would respond in such a situation.

1. It you were shopping by yourself in a distant city and you unexpectedly saw an acquaintance from school (or work), how have you responded or how would you respond?

1	2	3	4	5
I would not have bothered to speak to the person				I would have laughed a lot with the person

2. If you were awakened from a deep sleep in the middle of the night by the ringing of the telephone, and it was an old friend who was just passing through town and had decided to call and say hello.

1	2	3	4	5
I would not have been particularly amused				I would have laughed a lot with my friend

3. You accidentally hurt yourself and had to spend a few days in bed. During that time in bed, how would you have responded?

1	2	3	4	5
I would not have found it particularly amused				I would have laughed much of the time

4. When you have been engaged in some lengthy physical activity (e.g. swimming, hiking, skiing), and you and your friends found yourselves to be completely exhausted...

1	2	3	4	5
I would not have found it particularly amusing				I would have laughed a lot

5. If you arrived at a party and found that someone else was wearing a piece of clothing identical to yours...

1	2	3	4	5
I would not have found it particularly amusing				I would have laughed a lot

6. If a friend gave you a puzzle to solve and you found, much to your friend's surprise, that you were able to solve it very quickly.

1	2	3	4	5
I would not have found it particularly amusing				I would have laughed a lot

7. On days when you've had absolutely no responsibilities or engagements, and you've decided to do something you really enjoy with some friends, to what extent would you have responded with humor during that day?

1	2	3	4	5
I would not have responded with humor				I would have laughed most of the day

8. You were traveling in a car in the winter and suddenly the car spun around on an ice patch and came to rest facing the wrong way on the opposite side of the highway. You were relieved to find that no one was hurt and no damage had been done to the car...

1	2	3	4	5
I would not have been particularly amused				I would have laughed a lot

9. It you were watching a movie or TV program with some friends and you found one scene particularly funny, but no one else appeared to find it humorous, how would you have reacted?

1	2	3	4	5
I would not have laughed at all				I would have laughed anyway

10. If you were having a romantic evening alone with someone you really liked (girlfriend, boyfriend, spouse, etc.)...

1	2	3	4	5
I would not have laughed at all				I would have laughed a lot with that person

11. If you got an unexpectedly low mark on an exam (or performance review) and later that evening you were telling a friend about it...

1	2	3	4	5
I would not have laughed at all				I would have laughed a lot with my friend

12. You thought you recognized a friend in a crowded room. You attracted the person's attention and hurried over to him or her, but when you got there you discovered you had made a mistake and the person was a total stranger...

1	2	3	4	5
I would not have laughed at all				I would have laughed a lot

13. If you were eating in a restaurant with some friends and the waiter accidentally spilled a drink on you...

1	2	3	4	5
I would not have been particularly amused				I would have laughed a lot

14. If you were crossing a street at a crosswalk and an impatient driver, who had stopped for you, honked the horn...

1	2	3	4	5
I would not have been particularly amused				I would have laughed a lot

15. If there had been a computer error and you had spent all morning standing in line-ups at various offices trying to get the problem sorted out...

1	2	3	4	5
I would not have laughed at all				I would have laughed a lot

16. If the teacher announced that she or he would hand back the exams in order of grade, beginning with the highest mark in the class, and your name was one of the first to be called...

1	2	3	4	5
I would not have been particularly amused				I would have laughed a lot

The Revised Format SHRQ (Class Project) (cont.)

17. In the past, if your girlfriend (boyfriend) decided to break up with you because she or he had found someone else, and a few days later you were telling a good friend about it...

1	2	3	4	5

I would not have
laughed at all

I would have laughed a lot

18. If you were eating in a restaurant with some friends and the waiter accidentally spilled some soup on one of your friends...

1	2	3	4	5

I would not have
laughed at all

I would have laughed a lot

19. In choosing your friends, how desirable do you feel it is for them to be easily amused and able to laugh in a wide variety of situations?

1	2	3	4	5

Not important at all

Extremely important

20. How would you rate yourself in terms of your likelihood of being amused and of laughing in a wide variety of situations?

1	2	3	4	5

Very Low

Very high

APPENDIX C: The BSHRQ

Humor and laughter mean different things to different people. Each of us has conceptions of what kinds of situations are funny, notions of the appropriateness of humor in various situations, and a sense of the importance of humor in our lives.

In this questionnaire you will find descriptions of a number of situations in which you may have found yourself from time to time. For each question, please take a moment to recall a time when you were actually in such a situation. **Think about whether you found the situation funny (or not) and how you would have reacted (i.e., not laughing, being amused or not, giggling or smiling a little or a lot, laughing a little or a lot, etc.).** In the event you cannot remember such an experience, try to imagine yourself in the situation, filling in the details in ways that reflect your own experiences. **Then circle the <u>number</u> on the scale that best describes the way you have responded or would have responded in such a situation.**

1. If you were traveling out of town on business and you unexpectedly saw an acquaintance from work, how would you have responded?

1	**2**	**3**	**4**	**5**
I would have probably not bothered to speak to the person				I would have laughed a lot with the person

2. If you were in the middle of a very important meeting with your boss and other VIP's from the company and your temporary secretary interrupted to say an old friend was on the phone to say hello, how would you have responded?

1	**2**	**3**	**4**	**5**
I would not have been particularly amused				I would have been highly amused

3. You are told by your doctor to take a week off work with complete bed rest. During that time in bed, how would you have responded?

1	**2**	**3**	**4**	**5**
I would not have found it particularly amusing				I would have found it highly amusing

4. When you have been involved in a very important project and you and your group found yourselves completely exhausted from the long hours, how would you have responded?

1	**2**	**3**	**4**	**5**
I would not have found much to laugh about				I would have laughed a lot

5. If you arrived at a business function and found that someone was wearing a piece of clothing (dress, suit, tie, etc.) identical to yours, what would you have done?

1	**2**	**3**	**4**	**5**
I would not have found it particularly amusing				I would have found it highly amusing

6. If your supervisor gave you a business problem to solve and you found, much to your supervisor's surprise, that you were able to solve it quickly, how would you have reacted?

1	**2**	**3**	**4**	**5**
I would not have found it particularly amusing				I would have found it highly amusing

7. On days when work is not hectic and you and your work group are working on a project you really enjoy, to what extent would you have responded with humor during the day?

1	**2**	**3**	**4**	**5**
I would not have found much to laugh or smile about				I would have laughed most of the day

8. You were traveling on a plane with your boss and other members from your company when the plane suddenly needed to make an emergency landing. The plane lands safely and no one is hurt, how would you have responded?

1	**2**	**3**	**4**	**5**
I would not have found much to laugh about				I would have laughed a lot

9. You are in an important marketing presentation with several other individuals from your company and you find one concept exceptionally funny, yet no one else appeared to find it humorous, how would you have reacted?

1	**2**	**3**	**4**	**5**
I would have concluded I must have misunderstood and it wasn't really funny				I would have laughed out loud anyway

10. If you were orientating a new employee to your department/company/a new position how much humor would you use with that person?

1	**2**	**3**	**4**	**5**
I would not have used humor at all				I would have used a lot of humor

11. If you received an unexpectedly poor evaluation on a performance review and later that day were telling a friend about it, how would you have reacted?

1	**2**	**3**	**4**	**5**
I would not have been amused				I would have been highly amused

12. You were at a major business convention or trade show and you thought you recognized a colleague across a crowded meeting room. You attracted the person's attention and hurried over to him/her, but when you got there discovered you had made a mistake and the person was a total stranger. How would you have responded?

1	**2**	**3**	**4**	**5**
I would not have been particularly amused				I would have been highly amused

13. If you were at a business lunch with clients and the waiter accidentally spilled a drink on you, how would you have reacted?

1	**2**	**3**	**4**	**5**
I would not have found much to laugh about				I would have laughed a lot

14. If you were phoning your boss and his secretary was short and rude to you on the phone, how would you have responded?

1	**2**	**3**	**4**	**5**
I would not have been amused				I would have been highly amused

15. If the corporate computer network system crashed and you had to spend all day reentering data necessary for a presentation that was due the following morning, how would you have responded?

1	**2**	**3**	**4**	**5**
I would not have found much to laugh about				I would have laughed a lot

16. If the CEO, during an annual sales meeting, passed out bonus checks based on highest to lowest sales performance, and your name was the first one called, how would you have reacted?

1	**2**	**3**	**4**	**5**
I would not have been particularly amused				I would have been highly amused

17. If your corporation had a major downsizing and your position was being eliminated, and you were telling a friend about the situation a few days later, how would you have responded?

1	**2**	**3**	**4**	**5**
I would not have found any humor in the situation				I would have laughed a great deal

18. If you were at a business dinner with your boss and clients when the waiter accidentally spilled some soup on your boss, how would you have responded?

1	**2**	**3**	**4**	**5**
I would not have been particularly amused				I would have been highly amused

19. In choosing the organization you work for, how desirable do you feel it is to work with people who are easily amused and able to laugh in a wide variety of situations?

1	**2**	**3**	**4**	**5**
Not Important at all				Extremely important

20. How would you rate yourself in terms of your likelihood of being amused and of laughing in a wide variety of situations?

1	**2**	**3**	**4**	**5**
not very likely				very likely

APPENDIX D: Item Total Statistics

BSHRQ Item	M	SD	Item total r	Alpha if removed
1. If you were traveling out of town on business and you unexpectedly saw an acquaintance from work, how would you have responded?	3.18	.88	.22	.793
2. If you were in the middle of a very important meeting with your boss and other VIP's from the company and your temp secretary interrupted to say an old friend on the phone to say hello, how would you have responded?	2.28	1.12	.30	.789
3. You were told by your doctor to take a week off work with complete bed rest. During that time in bed, how would you have responded?	2.98	1.25	.38	.785
4. When you have been involved in a very important project and you and your group found yourselves completely exhausted from the long hours, how would you have responded?	2.80	1.21	.37	.785
5. If you arrived at a business function and found that someone was wearing a piece of clothing (dress, suit, tie, etc.) identical to yours, what would you have done?	2.98	1.28	.31	.790
6. If your supervisor gave you a business problem to solve and you found, much to your supervisor's surprise, that you were able to solve it quickly, how would you have reacted?	3.62	1.13	.44	.781
7. On days when work is not hectic and you and your work group are working on a project you really enjoy, to what extent would you have responded with humor during the day?	4.05	.86	.25	.791
8. You were traveling on a plane with your boss and other members from your company when the plane suddenly needed to make an emergency landing. The plane lands safely and no one is hurt, how would you have responded?	2.26	1.18	.33	.788
9. You are in an important marketing presentation with several other individuals from your company and you find one concept exceptionally funny, yet no one else appeared to find it humorous, how would you have reacted?	3.14	1.05	.35	.786
10. If you were doing an orientation for a new employee to your department/company/a new position how much humor would you use with that person?	3.39	.95	.42	.783
11. If you received an unexpectedly poor evaluation on a performance review and later that day were telling a friend about it, how would you have reacted?	1.89	.98	.37	.785
12. You were at a major business convention or trade show and you thought you recognized a colleague across a crowded meeting room. You attracted the person's attention and hurried over to him/her, but when you got there discovered you had made a mistake and the person was a total stranger. How would you have responded?	3.19	1.08	.45	.781
13. If you were at a business lunch with clients and the waiter accidentally spilled a drink on you, how would you have reacted?	2.31	1.20	.53	.774
14. If you were phoning your boss and his secretary was short and rude to you on the phone, how would you have responded?	1.61	.96	.25	.792
15. If the corporate computer network system crashed and you had to spend all day reentering data necessary for a presentation that was due the following morning, how would you have responded?	1.53	.82	.34	.787
16. If the CEO, during an annual sales meeting, passed out bonus checks based on highest to lowest sales performance, and your name was the first one called, how would you have reacted?	3.75	1.21	.29	.790
17. If your corporation had a major downsizing and your position was being eliminated, and you were telling a friend about the situation a few days later, how would you have responded?	1.70	.87	.23	.793
18. If you were at a business dinner with your boss and clients when the waiter accidentally spilled some soup on your boss, how would you have responded?	2.60	1.28	.39	.784

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19. In choosing the organization you work for, how desirable do you feel it is to work with people who are easily amused and able to laugh in a wide variety of situations?	3.82	1.09	.45	.780
20. How would you rate yourself in terms of your likelihood of being amused and of laughing in a wide variety of situations?	3.95	.93	.49	.779

APPENDIX E: Principle Axis Factor Analysis of the BSHRQ
(Pilot Study)

Loading	Factor 1- Item
.719	19. In choosing the organization you work for, how desirable do you feel it is to work with people who are easily amused and able to laugh in a wide variety of situations?
.644	20. How would you rate yourself in terms of your likelihood of being amused and of laughing in a wide variety of situations?
.618	6. If your supervisor gave you a business problem to solve and you found, much to your supervisor's surprise, that you were able to solve it quickly, how would you have reacted?
.495	10. If you were orientating a new employee to your department/company/a new position how much humor would you use with that person?
.475	16. If the CEO, during an annual sales meeting, passed out bonus checks based on highest to lowest sales performance, and your name was the first one called, how would you have reacted?
.447	7. On days when work is not hectic and you and your work group are working on a project you really enjoy, to what extent would you have responded with humor during the day?
.369	12. You were at a major business convention or trade show and you thought you recognized a colleague across a crowded meeting room. You attracted the person's attention and hurried over to him/her, but when you got there discovered you had made a mistake and the person was a total stranger. How would you have responded?
.322	3. You were told by your doctor to take a week off work with complete bed rest. During that time in bed, how would you have responded?
.316	1. If you were traveling out of town on business and you unexpectedly saw an acquaintance from work, how would you have responded?
.313	9. You are in an important marketing presentation with several other individuals from your company and you find one concept exceptionally funny, yet no one else appeared to find it humorous, how would you have reacted?

Principle Axis Factor Analysis of the BSHRQ for Pilot Study (cont.)

Loading	Factor 2- Item
.612	15. If the corporate computer network system crashed and you had to spend all day reentering data necessary for a presentation that was due the following morning, how would you have responded?
.603	13. If you were at a business lunch with clients and the waiter accidentally spilled a drink on you, how would you have reacted?
.563	14. If you were phoning your boss and his secretary was short and rude to you on the phone, how would you have responded?
.513	11. If you received an unexpectedly poor evaluation on a performance review and later that day were telling a friend about it, how would you have reacted?
.492	17. If your corporation had a major downsizing and your position was being eliminated, and you were telling a friend about the situation a few days later, how would you have responded
.454	8. You were traveling on a plane with your boss and other members from your company when the plane suddenly needed to make an emergency landing. The plane lands safely and no one is hurt, how would you have responded?

Respondents are asked to please circle the most appropriate response as it applies to you personally using the following scale:

1	**2**	**3**	**4**
strongly disagree	mildly disagree	mildly agree	strongly agree

1. I often lose my sense of humor when I'm having problems.
2. I have often found that my problems have been greatly reduced when I tried to find something funny in them.
3. I usually look for something comical to say when I am in a tense situation.
4. I must admit my life would probably be easier if I had more of a sense of humor (R)
5. I have often felt that if I am in a situation where I have either to cry or laugh, it is better to laugh.
6. I can usually find something to laugh or joke about even in trying situations.
7. It has been my experience that humor is often a very effective way of coping with problems (R).

Scoring: High total scores reflect high levels of coping humor.

APPENDIX G: The Job-related Tension Scale

Participants are asked to please read the following statements and circle the response that best reflects how they feel using the scale.

How frequently are you bothered at work by:

1	**2**	**3**	**4**	**5**
Never	Rarely	Sometimes	Rather often	Nearly all the time

1. Being unclear on just what the scope and responsibilities of your job are

2. Not knowing what opportunities for advancement or promotion exist for you

3. Feeling that you have too heavy a work load, one that you can't possibly finish during an ordinary workday

4. Thinking that you'll not be able to satisfy the conflicting demands of various people over you

5. Not knowing what your immediate supervisor thinks of you, how s/he evaluates your performance.

6. The fact that you can't get pertinent information needed to carry out your job duties

7. Not knowing exactly what the people you work with expect of you

8. Thinking that the **amount** of work you have to do may interfere with how **well** it gets done

9. Feeling that you have to do things on the job that are against your better judgement

Scoring: Scores are added and high scores reflect high levels of job tension.

Participants read this statement and respond accordingly:

The following consists of a number of words that describe different feelings and emotions. Read each item and then mark the appropriate response in the space next to that word. Indicate to what extent you generally feel this way, how you feel on average.

Use the following scale to record your answers:

1	**2**	**3**	**4**	**5**
very slightly or not at all	a little	moderately	quite a bit	extremely

_____ irritable   _____ afraid

_____ distressed   _____ guilty

_____ ashamed   _____ scared

_____ upset   _____ hostile

_____ nervous   _____ jittery

Scoring: Scores are summed and high scores reflect high levels of Negative Affect.

APPENDIX J: The Organizational Culture Index

Participants are asked to please circle a score from the scale below which most closely corresponds with how they see the organization they work for using the scale below.

0	1	2	3
Does not describe my organization	Describes my organization a little	Describes my organization a fair amount	Describes my organization most of the time

a). risk taking   b). collaborative

c). hierarchical   d). procedural

e). relationships-orientated   f). results-orientated

g). creative   h). encouraging

i). sociable   j). structured

k). pressurized   l). ordered

m). stimulating   n). regulated

o). personal freedom   p). equitable

q). safe   r). challenging

s). enterprising   t). established, solid

u). cautious   v). trusting

w). driving   x). power-oriented

Scoring: **Bureaucratic Profile:** Add scores for – d, c, j, l, n, t, u, x
Innovative Profile: Add scores for – a, f, g, k, m, r, s, w
Supportive Profile: Add scores for – b, e, h, i, o, p, q, v

APPENDIX K: Correlations for the BSHRQ by – International Marketing Co

International Marketing Co	BSHRQ	CHS	JBTS	NA	BUREAU	INNOV
CHS	.468**					
JBTS	-.174	-.181				
NA	-.067	-.014	.562**			
BUREAU	.008	.070	-.071	.017		
INNOV	.150	-.074	-.071	-.080	.346**	
SUPPORT	.380**	.098	-.355**	-.232*	.289*	.440**

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

APPENDIX L: Correlations for the BSHRQ by – National

Insurance Company

National Insurance Co	BSHRQ	CHS	JBTS	NA	BUREAU	INNOV
CHS	.319*					
JBTS	.240	-.144				
NA	-.040	-.288	.516**			
BUREAU	-.095	.142	.045	.084		
INNOV	-.034	.335*	-.035	-.283	.193	
SUPPORT	-.122	.072	-.101	-.159	.317*	.453**

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

APPENDIX M: Correlations for the BSHRQ by –

Communication Company

Communication Company	BSHRQ	CHS	JBTS	NA	BUREAU	INNOV
CHS	.679**					
JBTS	.111	-.256			.	
NA	.077	-.200	.536**			
BUREAU	.314	.071	.159	.022		
INNOV	-.039	-.074	-.037	-.048	.348*	
SUPPORT	-.071	.207	-.469**	-.383*	.084	.554**

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

Service/Sales

Customer Service Sales	BSHRQ	CHS	JBTS	NA	BUREAU	INNOV
CHS	.563**					
JBTS	.254	.180				
NA	-.104	-.166	.293*			
BUREAU	-.119	.184 .	-.267	.184		
INNOV	-.106	-.218	.138	.023	.348*	
SUPPORT	-.114	.173	-.208	.133	.084	.554**

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

APPENDIX O: Principle Axis Factor Analysis of the BSHRQ

Factor 1

Loading	Item
.633	19. In choosing the organization you work for, how desirable do you feel it is to work with people who are easily amused and able to laugh in a wide variety of situations?
.588	20. How would you rate yourself in terms of your likelihood of being amused and of laughing in a wide variety of situations?
.550	7. On days when work is not hectic and you and your work group are working on a project you really enjoy, to what extent would you have responded with humor during the day?
.499	9. You are in an important marketing presentation with several other individuals from your company and you find one concept exceptionally funny, yet no one else appeared to find it humorous, how would you have reacted?
.491	12. You were at a major business convention or trade show and you thought you recognized a colleague across a crowded meeting room. You attracted the person's attention and hurried over to him/her, but when you got there discovered you had made a mistake and the person was a total stranger. How would you have responded?
.411	10. If you were orientating a new employee to your department/company/a new position how much humor would you use with that person?
.375	1. If you were traveling out of town on business and you unexpectedly saw an acquaintance from work, how would you have responded?
.368	16. If the CEO, during an annual sales meeting, passed out bonus checks based on highest to lowest sales performance, and your name was the first one called, how would you have reacted?
.362	4. When you have been involved in a very important project and you and your group found yourselves completely exhausted from the long hours, how would you have responded?

Factor 2

Loading	Item
.615	11. If you received an unexpectedly poor evaluation on a performance review and later that day were telling a friend about it, how would you have reacted?
.519	13. If you were at a business lunch with clients and the waiter accidentally spilled a drink on you, how would you have reacted?
.500	14. If you were phoning your boss and his secretary was short and rude to you on the phone, how would you have responded?
.469	15. If the corporate computer network system crashed and you had to spend all day reentering data necessary for a presentation that was due the following morning, how would you have responded?
.447	17. If your corporation had a major downsizing and your position was being eliminated, and you were telling a friend about the situation a few days later, how would you have responded

APPENDIX P: Means by Organization for Type of Organizational culture

Type of Culture	Marketing Company	Insurance Company	Communication Company	Cust.Serv/Sales Company	TOTAL MEANS
Bureaucratic	13.150[b]	16.511[a]	13.771[b]	13.691[b]	14.1255
Innovative	17.082[a]	12.066[c]	14.429[b]	14.491[b]	14.865
Supportive	16.301[a]	11.778[c]	14.857[b]	13.455[b]	14.327

Note. The higher the mean, the more the company fit the particular cultural index. Means within a row with different subscripts differ significantly at p<.01, as indicated by the LSD post hoc comparison.

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