

EFFECTS OF WORKPLACE FUN ON EMPLOYEE BEHAVIORS: AN EMPIRICAL STUDY

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ABSTRACT

Fun plays a pivotal role in the workplace as in daily life can be a powerful form of friendship, leading to extra role behaviour in cognition, emotion and physical engagement. Fun at work gives great benefit to both the individual and the organization. In the scope of organization management, nowadays having fun in the workplace creates a positive environment to energize the employees. This research focused on the impact of fun on task performance and interpersonal citizenship behaviour through job satisfaction. The current worker's in the organization expect that fun activities will be a facilitators for the individual and team performances, motivate people and fun at workplace culture will generate the best results for the organization. The present study aims in examining the influence of fun at workplace on employee's attitude & behaviour and effects of work place fun. In order to determine the factors of workplace fun on employee behaviour to know whether there is a positive effect on attitude towards workplace fun, salience, perceived consequences, job satisfaction, task performance and interpersonal citizenship behaviour etc. The sample size collected for this study are 110 respondents working in the organization. For proving study's objective tools used are Reliability and validity, Frequency analysis, Descriptive statistics, T-test and ANOVA using SPSS. Smart PLS software also used for drawing the graphical user interface variance-based structural equation model (SEM) using the partial least squares (PLS) path analysis modelling method for the study. The research design used for the study is descriptive research design. This study provides a new insight into the effects of workplace fun on employees through task performance, interpersonal citizenship behaviour through job satisfaction. The findings highlights that employees has a positive impact of fun in the organization. Implications for fun at workplace also discussed.

KEYWORDS: *Workplace Fun, Attitude Towards Workplace Fun, Salience, Perceived Consequences, Job Satisfaction, Task Performance and Interpersonal Citizenship Behaviour.*

INTRODUCTION

Fun at workplace creates a good relationship among the employees and superiors which letting go of the problems and worries of everyday working life. Fun comes with cheerfulness, happiness. It is necessary for employees to be productive at workplace and fun at workplace make employees more productive employees, must be appropriate and yet rejuvenate employees to go back to work with renewed energy. "The human race has only one really effective weapon, and that is laughter. The moment it arises, all our hardness's yield, all our irritations and resentments slip away and a sunny spirit takes their place." – Mark Twain. Happy workplace is that place where happy employees are more loyal and productive employees. The absenteeism and tardiness rate low as employee look forward to going to work. Every employee being social and fun at work helps in fulfilling this. At the time of fun activities, employees get to interact with one another as well as develop closer bonds that further

help them to perform better as a team because social interaction breaks down barriers of communication among employees. Fun is a one type of medicine, if employee take it than it increase their morale, performance, increases employee enthusiasm, reduces complain of boredom and most important that make employees happy on and off the clock. Most managers dismiss fun at workplace as unimportant or think having fun will detract from professionalism. Constructing work place fun doesn't mean that violation of rules and control is lost. Laughter is necessary for a healthy life, like this fun is necessary for a healthy workplace. It is correct that when our inner health is up we get along better with others and do better work. If we talk in illumination of employee that organization workplace fun is not only attract young talent but also boost creativity and productivity in all age people. When companies promote play, it prompts a more light-hearted atmosphere. This light-hearted atmosphere leads to reduction in employee turnover ratio, reduction in employee stress level. People like to be with others who are laughing and having fun. This creates strong interpersonal relationship, build trust among each other and build strong culture. As Victor Borge, the comedic concert pianist once said, "Laughter is the shortest distance between two people." Management as well as organization have to understand that few minutes of fun will increase productivity. Organization has to encourage every employee to take a few minutes to do something uniquely their own to break the tension. Most important that fun means not only laugh or any fun activity and which only employee can do in free time. But workplace fun also include learn to look at the humor in negative situation. Yes, it is right that make humor in critical situation as this keep employee live, positive and happy, which reduce tension and employee come out with creative solution. Happy employee's mental attitude produces increased oxygen, endorphins, and blood flow to the brain, which enables them to think more clearly and creatively. They are more relaxed, more accepting of others, and more likely to share their sense of humor. It is really myth that "people can't or don't have fun at work". We can say that work place fun is an effective way to improve employee satisfaction, performance and productivity as well as morale, build teamwork, and reduce absenteeism and turnover .Moreover, it should be something an employee genuinely enjoys

Definition of Fun at Workplace

McDowell T (2004) stated that fun at work is defined as "engaging in activities not specifically related to the job that are enjoyable, amusing, or playful."

REVIEW OF LITERATURE

MD ZANI, Rosliza et al. (2017) were made to attempt that workplace fun can provide that positive individual and organizational suggestions. The prior studies have connected workplace fun with job satisfaction. This paper emphasized how workplace fun of academicians in UITM Kedah influences their job outcomes, which includes job satisfaction, organizational commitment and task performance and how different generations respond to workplace fun which affects their job outcome. The result, shows the that workplace fun did affect job outcome in general. Within the two generations of X and Y ,Generation Y shows a slight difference where workplace fun does not have a relationship with job satisfaction. Michael J. Tews, John W. Michel, Raymond A. Noe (2017) highlights firstly they tell about the meaning of fun in the workplace training .Secondly, researcher review and critique the existing research on fun features in training. Thirdly, based on Kahn's (1990) theory of psychological engagement, they propose a conceptual model to guide research to help increase their understanding of the role of fun features in training. Fourth, opportunities for future research as well as practical implications. In this paper, their intent is to provide a stronger theoretical basis for understanding and researching fun features in training and to provide more nuanced guidance for training practice. Bilginoglu, E., Yozgat, U. (2017) emphasized the issues of the fun work environments are of strategic importance for organizations or they are only a new

management fad or fashion. This research provides the qualitative study and quantitative study. The results of the both sides indicates that the respondents does not believe that fun working environment are a management fad or fashion. Finally , the study provides the evidence that the workplace fun initiatives are neither management fads or fashion and believed to be one of those dominant management concepts that survive.

John W. Michela Michael J. Tews David G. Allenc (2018) highlights the role of fun in the workplace whether fun in the workplace has a beneficial impact for individuals and organizations. The aim of the study is a two fold, (i) To review previous research on fun in the workplace and identify gaps in the literature to provide direction for future work, (ii) To offer a theoretical framework that helps explain how individuals may interpret fun in the workplace and how it may be most beneficial. This provides a more nuanced understanding and factors that explain how individuals appraise and ultimately benefit from fun in the working environment. Claire Aislinn Petelczyc, Alessandra Capezio, Lu Wang, Simon

Lloyd D. Restubog , Karl Aquino(2018) emphasized the play has gained increasing interest managers consider as an important driver for motivation and productivity in work place. This organizes the current state of knowledge of play at work in order to gain a understanding of what play at work is, when individuals engage in play at work, and the effects of workplace play on work outcomes. First, they review about the existing definitions of play and their limitations. Then introduced a recent conceptualization of play in adulthood that defines play based on three core feature. Second, they review theoretical perspectives on play and extant empirical research on the antecedents and consequences of play at work, organizing it according to three levels of analysis. Third, they propose a promising agenda for future research by focusing on a number of important issues that have emerged from our review of existing work. These issues of the play are organized into two sections: refining and extending the current research on play, and generating novel ideas and new research directions on unexplored areas of inquiry.

NEED FOR THE STUDY

Tang, Jie; Liu, Min-Shi; Wen-Bin (2017) found that employees perceived person organization value congruence moderated the relation between workplace fun and employee's Job Performance and the managerial suggestion of this paper bring about moderation mechanism. MD ZANI, Rosliza et al (2017) emphasized how workplace fun of academicians in UITM Kedah influences their job outcomes, which includes job satisfaction, organizational commitment and task performance affect job outcome in general.

OBJECTIVE OF THE STUDY

- To Study the effect of workplace fun on task performance and interpersonal citizenship behaviour through job satisfaction.
- To Study the Worker perception towards Workplace fun, Task performance, Interpersonal citizenship Behaviour and Job satisfaction.
- To Measure the Relationship of Workplace fun, Task performance, Interpersonal citizenship Behaviour and Job satisfaction.

RESEARCH METHODOLOGY

The research design is the conceptual structure within which research is conducted; it constitutes the blue print for the collection, measurement and analysis of data. The research design used in this study is descriptive research design.

Descriptive research design is a scientific method which involves observing and describing the behaviour of a subject without influencing it in any way. The sampling design used in this study is simple random sampling for collecting the data from respondents. The simple random sampling means is in which every item of the population equal probability of being chosen. The population of the study is respondents from the organization. The criteria for respondent (employer) they should have observed some impact of workplace fun activities in the organization. By using G Power analysis the Sample Size is determined as 110. The primary data are those which are collected afresh for the first time and are original in character. The primary data was collected with the help of a questionnaire consisting of 6 attributes (Attitude towards workplace fun (Appropriateness), Saliency, Perceived Consequence, Job satisfaction, Task Performance, Interpersonal Citizenship Behaviour). The structured questionnaire is used to collect the primary data from the employers of the organization. Responses were recorded along a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) for all the items in the questionnaire. Standard validated instruments were adopted for measuring Attitude towards workplace fun (Appropriateness), Saliency, Perceived Consequence, Job satisfaction, Task Performance, Interpersonal Citizenship Behaviour.

INSTRUMENT /MEASUREMENT SCALE

The measurement scale for Attitude towards Workplace fun (appropriateness) Katherine Karl, Joy Peluchette, Leda Hall-Indiana (2005), For attributes, Saliency Biginoglu, E., Yozgat, U. (2017) and Michael J. Tews, John W. Michel, Raymond A. Noe (2017), Perceived consequences Pryor, Mildred Golden; Singleton, Lisa Pryor; Taneja, Sonia, Humphreys, John H. (2010), Job Satisfaction April Everett (2011) and Simon C.H. Chan, Wai-ming Mak, (2016), Task Performance MD ZANI, Rosliza et al. (2017) and for Interpersonal Citizenship Behavior Eric Iamm, Michael D. Meeks (2009) scales were used in this study.

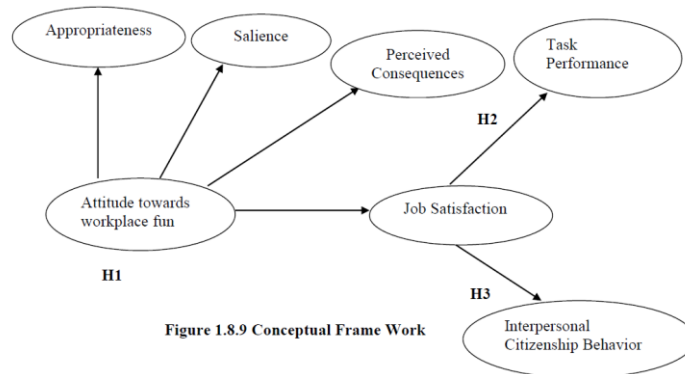
RELIABILITY TEST

Reliability of an instrument refers to the degree of consistency between multiple measurements of variables. It is extent to which an experiment tests or any measuring procedures yield, the same result on repeated attempts. Reliability was estimated through internal consistency method which is applied to measure the consistency among the variables in a summated scale. In the present study, the Cronbach's Alpha co-efficient of reliability was found based on primary data of the present study and the details are as follows:

S.No	Variables	Cronbach (α) Value
1	Employee Behavior	0.807
2	Job Satisfaction	0.861
3	Task Performance	0.801
4	Work place fun	0.739

The reliability of the 5 variables used in the study was carried out using VPLS 2.1 software. The alpha scores which greater than 0.7 is generally acceptable as sufficient accuracy for a construct (Nunnally, 1978).

Conceptual Frame Work of the Study



Hypothesis of the Study

Hypothesis 1 : Attitude towards workplace fun has a positive effect on job satisfaction.

Hypothesis 2 : Job satisfaction has a positive effect on task performance.

Hypothesis 3 : Job satisfaction has a positive effect on interpersonal citizenship behaviour.

ANALYSIS

Demographic profile

One hundred and ten respondents participated in this study. Out of the One hundred and ten respondents, 96 (87.3%) belonged to male category and 14 (12.7%) to the female category. The education level of the participants was as follows: 78 (32.0 %) participants studying under graduation and 70.9 (29.1 %) respondents studying their post graduation. The age of the study of the participants is as follows: 34(30.9%) belongs to 21-30 years, 40(36.4%) belongs to the 31-40 years, 32 (29.1%) belongs to above 41-50 years and 4(3.6 %) belongs to above 51 years category. By compared the data of male and female respondents working in the Organization. Male respondents have the highest frequency than the female respondents. Comparing with the under graduation and post graduation, respondents with under graduation degree are higher than the post graduation respondents. Therefore, age of the respondents 31- 40 yrs of the age group of respondents are higher than all the age groups. Above 51 years of respondents has the lowest frequency compared with all the age groups. Inference is drawn for the above figure for gender, degree and Age.

Assessment on the measurement model

The measurement model consists of relationships among the conceptual variables and the measures underlying each construct. The data indicates that the measures are robust in terms of their internal consistency reliability as indexed by the composite reliability. The composite reliabilities of the different measures ranged from 0.665 to 0.935 which exceed the recommended threshold value of 0.43.

Table 1: Measurement Model

Variables	Item	Loadings	Cronbach Alpha	AVE	CR	R2
AWF Appropriateness	A1	0.599	0.439	0.417	0.665	-
	A2	0.847				
	A3	0.416				
Job Satisfaction	J1	0.659	0.861	0.877	0.935	0.237
	J2	0.663				
Task Performance	T1	0.785	0.801	0.626	0.870	0.435
	T2	0.864				
	T3	0.767				
	T4	0.745				
Interpersonal Citizenship Behavior (employee Behavior)	I1	0.740	0.807	0.563	0.865	0.439
	I2	0.766				
	I3	0.723				
	I4	0.733				
	I5	0.786				

Inference

Cronbach's Alpha reliability test is used to examine the reliability of the measurement scale. Scales were analyzed in term of their reliability, by means of the internal consistency. According to Nunnally (1978) Reliability which is less than 0.6 is consider poor, reliability test value that is in the range of 0.7 is considered acceptable, those more than 0.8 to 0.9 are considered very good and the closer the Cronbach's Alpha is to 1, from the table its find that all the Cronbach's Alpha values for the variables are greater than 0.7 which is in the acceptable range. The coefficient of determination (R2 value) is a statistical measure of how close the data are to the fitted regression line. In other words, R square is the square of the correlation between the response values and the predicted response value. The R2 value ranges from 0 to 1. The higher the value, closer to 1, indicates higher level of predictive accuracy. According to the rough rule of thumb suggested by Hair et al. (2013), R2 values of 0.75 is substantial, 0.50 is moderate and 0.25 is weak. The Job satisfaction is influenced positively by attitude towards workplace fun (Appropriateness) with a path coefficient of 0.088. The R- square value of Job satisfaction 0.237 it can be concluded that 23% of variation in satisfaction is of the sample as explained by the attitude towards workplace fun (appropriateness). This empirical investigation supports the attitude towards workplace fun and its dimension supports the fact that Job satisfaction is influenced by attitude towards workplace fun. The Task Performance is influenced positively by Job satisfaction and Interpersonal citizenship Behavior with a path coefficient of 0.067 and 0.074. The R- square value of Task Performance is 0.435 it can be concluded that 43% of variation in task performance is of the sample is explained by the Job satisfaction and Interpersonal citizenship Behavior. The R- square value of Interpersonal Citizenship Behavior is 0.439 it can be concluded that 43% of variation in Interpersonal citizenship Behavior is of the sample is explained by the attitude towards workplace fun ,Job satisfaction and Task Performance.

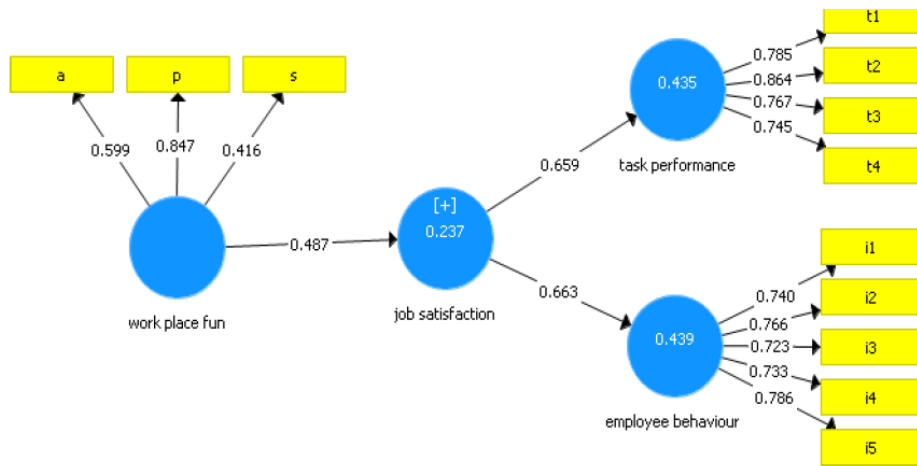


Figure 1.0: R- square Value

Reflective measurement model’s validity assessment focuses on convergent validity and discriminant validity. For convergent validity, researchers need to examine the average variance extracted (AVE). An AVE value of 0.50 and higher indicates a sufficient degree of convergent validity, meaning that the latent variable explains more than half of its indicators variance. Convergent validity measures the degree to which items on a scale are in theory linked. A common rule-of-thumb is a loading greater than 0.6. In the outer model, it is necessary to observe the loading column. In this case, all items loaded on their constructs range from 0.6 to 0.8 indicating convergent validity. Each element in the principal diagonal are always higher than off-diagonal elements in their corresponding row and column .The pattern supports the measurement scales discriminant validity, as the components in the main diagonal are constantly higher than the off-diagonal components in their equivalent row and column. The discriminant validity is tested by exploring the average variance shared between a construct and its measures (AVE). According to Fornell and Larcker the values which higher than 0.50 is accepted.

Table 2: Discriminant Validity

Constructs	Employee Behavior	Job Satisfaction	Task Performance	Workplace fun
Employee Behavior	0.750			
Job Satisfaction	0.663	0.937		
Task Performance	0.673	0.659	0.791	
Workplace fun	0.570	0.487	0.441	0.645

Table 3: Research Findings

Hypothesis	Relationship	Std Beta	Std error	t-value	Decision
H1	AWK->Job satisfaction	0.511	0.088	5.547	Supported
H2	Job satisfaction-> Task Performance	0.667	0.067	9.967	Supported
H3	Job satisfaction-> Interpersonal citizenship behavior	0.658	0.074	8.938	Supported

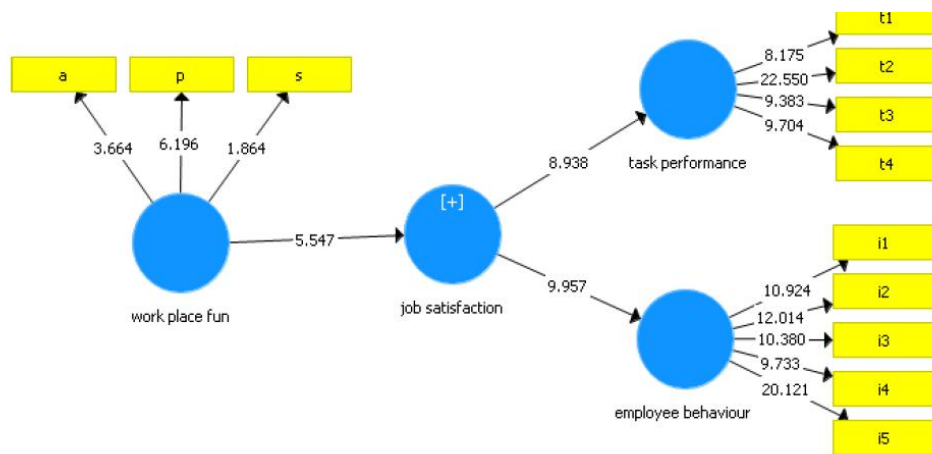


Figure 2.0: T- value

Based on the results of the hypotheses testing, as shown in Table 3.

H1 (Hypothesis 1): The relationship between Attitude towards workplace fun (AWF) and Job Satisfaction is supported, this is evidenced by the value of the ($\beta = 0.511$, $t\text{-value} = 5.547$), since the t - value is greater than 2 the hypothesis (H1) is accepted. The results of this study match with the research conducted by Katherine Karl, Joy Peluchette, Leda HallIndiana (2005) that the Attitude towards workplace fun significantly influences positive word of appropriateness ,salience ,perceived consequences and Job satisfaction. The findings of this study are also proved the opinion of Katherine Karl,Joy Peluchette,Leda Hall-Indiana. (2008) which states the role of personality in five dimensions and greater level of experienced fun at workplace as well as higher Job satisfaction. From the Respondents perspective, good attitude towards workplace fun has positive effect on Job satisfaction as the respondents will tend to recommend the organization to others although they are experiencing Attitude towards workplace fun from their Organization.

H2 (Hypothesis 2): Job satisfaction has a significant effect on Task Performance, this is supported by the value of the ($\beta = 0.667$, $t\text{-value} = 9.967$), since the t - value is greater than 2 the hypothesis (H2) is accepted, the findings of this study support the results of the empirical study conducted by Erin R. Fluegge –Woolf (2014) and MD ZANI, Rosliza et al.(2017) that the Job satisfaction influences Task Performance. The findings of this study also support the idea of Simon

C.H Chan, Wai-ming Mak (2016) which states that there was relationship found between workplace fun, trust-in-management, employee satisfaction and the level of fun experienced at work moderates the effects.

H3 (Hypothesis 3): Job satisfaction has a significant effect on Interpersonal citizenship Behavior, this is evidenced by the value of ($\beta = 0.658$, $t\text{-value} = 8.938$), since the t -value is greater than 2 the hypothesis (H3) is accepted. These findings support the research conducted by Eric Iamm, Michael D. Meeks (2009) and Heesup Han, Wansoo Kim, Chul Jeong (2016) that moderates the relationship between the workplace fun and individual workplace outcomes, also workplace fun activities will enhance team performance, facilitates interpersonal trust & group cohesion, reduces intra-group conflict & stimulates Interpersonal Citizenship among the employees.

DISCUSSIONS

This study confirms that the study dimensions were multidimensional, be utilized to capture fun at workplace across in India. Importance of Job satisfaction, Task Performance, Interpersonal Citizenship Behavior and responsiveness to Attitude towards Workplace fun was established. However, Job satisfaction showed significant direct effect on Task Performance & Interpersonal Citizenship Behavior. This study shows that Attitude towards workplace fun (Appropriateness) has significant effect on Job satisfaction, which then leads to significant effect on Task Performance & Interpersonal Citizenship Behavior. Other than that, Job satisfaction was also tested to have significant effect on Task Performance which then also leads to significant direct effect on Interpersonal Citizenship Behavior. From this study, it is noted that Attitude towards Workplace fun shows insignificant effect on Job satisfaction and Job satisfaction lead to significant effect on Task Performance & Interpersonal Citizenship Behavior.

CONCLUSIONS

The present study develops and validates a comprehensive two-tiered 'integrated process' model to adopt a new process to examine the linkage between workplace fun and job satisfaction. The current study developed and validated two new constructs: Interpersonal Citizenship Behavior and Task performance, and established their relationships in this model by examining several hypothesized relationships. Some of these hypothesized relationships are relatively new when compared with other established relationships such as, attitude towards workplace fun. The current study validated these newly developed hypotheses such as, Attitude towards workplace fun, Job satisfaction, Task Performance, Interpersonal Citizenship Behavior in the context of workplace fun. In this ever-changing and competitive society, it is important for companies to provide a happy working environment for their employees, as happy employees can help to improve productivity which make the company to survive in the market. It is essential that before developing such a happy workforce, company should make sure their employees are having positive attitudes toward fun. Overall, the results of this study provide evidence to suggest that fun at work, directly and indirectly affects employee behaviors. Specifically, fun at work was positively and directly related to organizational citizenship behavior and positively and indirectly related to task performance and job satisfaction. Affective and cognitive mechanisms are also at play in the overall process. Individuals reporting greater levels of fun at work were also more likely to be in a better mood and also more engaged in their work. Additionally, individuals having fun at work were also more likely to be more engaged in their work, and thus exhibit greater creative performance. Finally, hope that this study serves as a stimulus for future research that attempts to examine new research directions and to find out more benefits for companies by developing funny workplace. Therefore, the notion that a fun working environment results in greater employee productivity may indeed be true and seems worthy of further investigation also retain that employees are encouraged to consider this model and its implications.

Ethical clearance - Not required

Source of funding- Self

Conflict of Interest - Effects of Workplace Fun on Employee Behaviors

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