

## The Influence of Fun at the Workplace among Employer and Employee

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### Abstract

Fun at the workplace is a broad subject but specifically it plays a vital role in organizations as it can lead to benefit for both management and employees. The effects of fun at the workplace have led to a phenomenon that impacts both employees and the employer. It is noted that based on previous studies the literature on fun at the workplace has been mixed. This paper, therefore, will draw a theoretical framework that contributes to an understanding of fun at the workplace concept as a whole. This study further aims to determine how fun at the workplace gives impact within the organization and to further understand the benefits, values and desired outcomes of it. For this paper, structured questionnaires were distributed online through Google forms and were administered through LinkedIn, and Twitter to one hundred and five (105) respondents. Internal consistency was tested using Cronbach's alpha. The sample for this research was from a population who are working and not limited to any particular industry. The findings of the research prove that fun at the workplace increase the positive impacts among employees in Malaysia and is beneficial for the organizations as reference to foster suitable fun in the working environment.

**Keywords:** *workplace fun, benefits towards employer, effects on employee performance*

## 1.0 Introduction

### 1.1 Background of the Study

Organization nowadays faces many concerns to uphold their performance and credibility throughout the decade. Researchers are in constant search for the best way of sustaining organizations' performance. Better-quality settings at work can help increase employee's performance, satisfaction and positive feelings toward their job. The progression of it, repeatedly linked with fun at work in the organization. Fun at the workplace is a concept that has been discussed for more than 30 years and has a broad and generic definition which interdependently relies on how one interprets it.

Deal and Kennedy (1982) initiates that fun environment it the workplace can improve employee motivation and productivity (Deal & Kennedy, 1982). Mokaya and Gitari (2012) relates "fun" with recreation

activities in the workplace. This is further added by Muceldili and Erdil, (2016) who stated that fun is creating and fostering encouraging deviance in organizations. Fun as stated by Muceldili and Erdil (2016) is one of the positive phenomena in the workplace and included social events, recognition of personal milestones, public celebrations, humour, games entertainment, opportunities for personal development, joy, play and fun titles.

Fun at the workplace can be categorized into two types: Informal type of fun, and formal type of fun. According to Michael et.al (2015), informal type of fun is defined as manager support where they allow employees to have fun in their work. It is also defined as being friendly among their co-workers, give them freedom to do their task, engaging in small talk during break, able to use the facilities at work and so on. Meanwhile, formal fun is defined as the activities that is conducted by the company in which employee can choose to participate (Chan & Mak, 2016). The activities can range from social events to formal celebration (Becker & Tews (2016). It also has a positive effect on employee creativity and innovation, work performance and organizational commitment. (Pryor et al., 2010). Fun is also have been defined as the employer and the employee enjoy working in the company by having a positive relationship between them, and engaging in activities or events (Ford, et al., 2003 & Grant et al., 2014).

The role of fun at the workplace has been examined in many researches and demonstrated a beneficial impact for individuals and organizations. Some companies inject more fun through formal activity among the employee. This study attempts to clarify the influence the effect of fun at the workplace contribute to one. Since, employees specifically are regarded as assets of the organization and play a greater role to make the organization succeed in this ever-changing environment (Munane & Nyaribo, 2015), it is important to reinterpret fun from the preferences and perspectives of the employees.

## *1.2 Statement of Problem*

Fun can be explained as the employer and the employee enjoy working in the company by having a positive relationship between them, and engaging in activities or events (Ford et al., 2003 & Grant et al., 2014). A study by Chan and Mak (2016) examined how the level of experienced workplace fun affects the relationship between workplace fun, employees' trust-in-management and job satisfaction. The data collected was derived from 240 answered survey questionnaire that has been distributed to only frontline staff from one of Hong Kong's retail companies. This study found that fun workplace gives out positive effect to the employee in terms of trust-in-management and job satisfaction. Muceldili and Erdil (2016) concurred by relating fun to engagement and taking charge of the job, resulting employee to be passionate and motivated for the job. Other than that, Chan and Mak (2016) found out that participating in events conducted by the workplace during or outside of work are the "fun" as interpreted by the employees.

While many researchers demonstrated a beneficial impact of fun at the workplace for individuals and organization - contrastively, Shujat, et al. (2011) found that only employee from middle and higher level perceived “fun” as an important element in the workplace. This is based from their research which aims to determine the effect of recreational activities including indoor and outdoor games conducted by organizations on job satisfaction of employees. This study found that this particular company has started changing their old methodology of operating by considering the idea of putting fun and entertaining activities at work. It further stated that fun-filled activities not only results in better interpersonal relationships but also lighten up the traditional work environment while making the workplace comfortable and a less stressful place. Shujat et al., (2011) stressed that “fun” is not the sole contributor of job satisfaction. This study specify that lower level employees want the employer to fulfil personal needs first as such; good amount of salary, suitable positive conditions, and proper compensation packages.

Relating to prior research done on the impact of fun at work, there is no strong evidence on the type, role and the effects of “fun” from employee perspectives. Alas, more lower level worker that is also known as support staff should be given equally right attention and voice. Therefore, this paper attempts to investigate the state of fun at the workplace and the impacts as perceived by employee not excluding any level of worker and industry.

### *1.3 Objective of the Study*

This paper aims to explore how fun at the workplace gives impact within the organization and to further understand the benefits, values and desired outcomes of it. The objective of this paper is twofold; (1) to reinterpret the type, role, and effects associated with fun at the workplace and (2) to analyse the benefits obtained towards employer and employee while experienced fun.

### *1.4 Research Questions*

This paper attempt to answer the following research questions:

*1.4.1* RQ1: What is the type of fun preferred at the workplace?

*1.4.2* RQ 2: What is the role of fun at the workplace?

*1.4.3* RQ 3: What is the impact of fun at the workplace on the employer?

*1.4.4* RQ 4: How far does fun at the workplace influence the employee?

## **2.0 Literature Review**

### *2.1 Introduction*

This section outlines the summary of prior research for the topics in this study. The goal of the literature review is to critically evaluate field in this study and thus provide evidence to support this paper findings.

### *2.2 Types of Fun at the Workplace*

#### *2.2.1 Informal Type of fun*

In the workplace, informal type of fun can be achieved by having proper manager support for fun and socializing among co-worker. What it means by manager support is that the manager can help to create fun workplace environment which in evidently can create a sense of trustworthiness among managers and employees (Chan & Mak, 2016). This can be done through fun job responsibility and task that employees can enjoy and find it meaningful. Meanwhile, informal fun also can be obtained through interaction among co-workers. These can be done by having activities in the office such as bringing food over, outside social gathering (Becker & Tews, 2016) or as simple as just being friendly and have a joke with co-workers during coffee break (Müceldili & Erdil, 2016)

#### *2.2.2 Formal Type of Fun*

Meanwhile, formal type of fun in the workplace can also be achieved through participating in social events and by having a celebration at the workplace. Employees can participate in social events if managers provide them with enough opportunity to participate in it. For example, through corporate social responsibility, employees can participate in activities such as community volunteerism (Becker & Tews, 2016). These events can promote a fun working environment and at the same time engage with employees. Next, having celebration at the workplace. Celebration is considered as a formal type of fun as it required the employers to plan ahead. These celebrations can be anything from festivities to birthdays and these allows manager to instil fun in the workplace (Chan & Mak, 2016).

### *2.3 Role of Fun at the Workplace*

#### *2.3.1 Motivation*

Motivation as a role of fun at the workplace can give impact on job engagement and employee performance. According to Muceldili and Erdil (2016), fun can be a powerful tool of enhancing engagement in

organizations, leading to emotions, cognitions and behaviours. Employees tend to show strong engagement in their job while investing themselves in their work when management emphasizing employee fun in the workplace. Besides, when employees have fun at work, there is an increase in task motivation. This can be done by providing positive energy for employees to excel on their job and make employees feel more engaged with their contribution to company. On the other hand, Kamalan and Sutha (2017) stated that fun at the workplace become motivation to employee by enhancing employee job performance. Employee with greater levels of fun at work will exhibit greater creative performance and this will affect the employee performance in term of their job quality and productivity. As fun at the workplace creates a happy environment, employees become highly motivated and engaged with their respective works and more likely not only to remain with the company but are also will contribute more to the company and work toward its success and therefore are also likely to be better performers compared to fun fewer employees.

### 2.3.2 *Interpersonal Relationship*

One of the roles of fun at the workplace is interpersonal relationship which can be attained through social interactions and positive emotions. Shujat, et al. (2011) showed that having fun at the workplace through entertainment activities will create liveliness and happiness into the workplace as well as increase the feeling of interconnection among all members of the organization. Thus, good social relationship between management and workers can be built through togetherness especially while doing informal activities such as party celebration, leisure games and etc. When employees recognize manager support for fun, they feel appreciated and more comfortable to work together despite the status quo. In a different way, Michel, Tews and Allen (2019) stated that positive emotions achieved from interpersonal relationship while engaging in fun in the workplace over time may raise an individual's baseline level of positive affect and encourage individuals to abandon common views and actions and motivate them to engage in creative, resourceful, and even unexpected ways of thinking and behaving at work. Experiencing positive emotions from engaging in fun events at work can produced good outcomes such as creative problem-solving enhancement, engagement in helping behaviours and cooperation between workers. Hence, building excellent relationship between all members in the company are vital as experiencing positive emotions and good social interactions can increase job performance and motivate workers to contribute more to company.

## 2.4 *Effects of Fun at the Workplace towards Employer*

### 2.4.1 *Employee Commitment*

A fun workplace can result in higher employee commitment to their job that will advance the organizational goal. Employee commitment toward the workplace can result in a lower turnover rate. Fun at the workplace are capable to reduce the turnover rate as suggested by Michel, et al. (2019), the rate of turnover

frequently impacted to an organization can be reduced by having some fun at the workplace. In this study, Michel et al., (2019) suggests that as such individual who encounters pessimistic emotion over time will experience a “narrowing” of thoughts and behaviour which may lessen their motivation to perform new tasks, learn a new skill and reduce well-being and potentially their longing to remain. Meanwhile, Becker (2012) proposed that increased instances of the various forms of fun would relate to lower levels of employee turnover. So, it can be said that the implication of fun can lower the turnover rate.

Also, the impact of a fun working environment can result in job engagement among employer as the employer will show their commitment toward the organizational goals. The prior study showed that employees desire to propose a new work method, improve operations and introduce new structure or alternative mechanism to problems foster job engagement (Mücelandili & Erdil, 2016). Michel, et al. (2019) also found that encountering positive feeling from participating for fun occasions after some time ought to urge the person to forsake regular view and activities and inspire them to take part in inventive, creative and even unforeseen perspectives and acting at work. Likewise, Becker (2012) advocate that fun workplace environments have been elevated as an approach to generate organizational cultures that support employee engagement, performance, and retention. Thus, job engagement can bring the impactful outcome to an organization to serve the good quality of the company.

#### *2.4.2 Company Reputation*

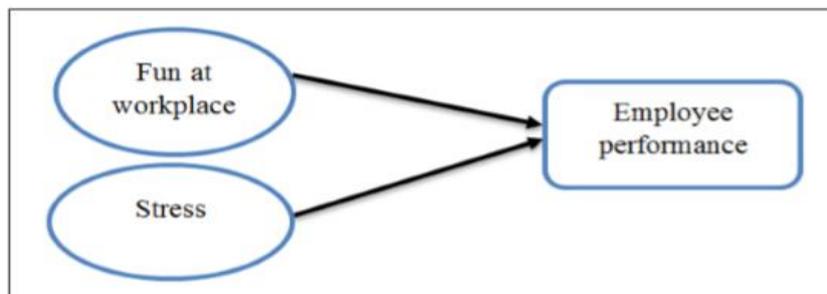
The company that can provide fun for the employees will be seen as a good reputation company as it is capable to create a pleasant environment for the workers. The reputation of the workplace can be seen in terms of the appraisal of the employee and attraction for the applicant. Michel, et al. (2019) agree that having high positive affectivity will enhance whether fun in the workplace are appraised favourably because such events provide them to enjoy their time at work. At the same time, Tews, et al. (2013) found that employees particularly value a work climate where managers embrace a relatively casual business attitude and entrust the opportunity to have fun on the job. Hence, fun-at-work can obtain a good appraisal among the employees for the workplace.

For a new job applicant, it is important to seek a job from an established company which can grant them some benefits. Tews, et al., (2012) suggest that fun does have a positive impact on applicant attraction. Thus, working with some fun at the workplace can be attractive to job seekers as not all company capable to grant this to the workers.

## 2.5 *Effects of Fun at the Workplace towards Employee*

### 2.5.1 *Job performance*

It is worth highlighting the factors that contribute to job performance before discussing the context and impact of it on the organizations.



**Figure 1: Relationship between fun at workplace, stress towards employee performance.**

**(Source: Kamalan & Sutha ,2017)**

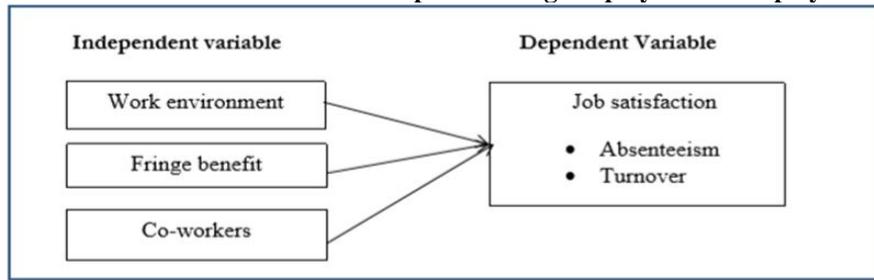
Kamalan and Sutha (2017) present two-dimensional concept; (a) fun at workplace, (b) stress that influenced employee (Figure 1). Fun at workplace referred as a positive relationship towards employee performance, while stress also impact in employee performance but negatively. The highlight here is fun at workplace able encourage employee performance positively.

Additionally, employee job performance can be measured through creativity and productivity. Creative performance on task can be achieved through fun at work (Kamalan & Sutha,2017). Shujat et al. (2011) added that integrating recreational and fun activities encourage constructive, collaborative and encouraging manner, and enable workers to engage creatively even in a stressful situation. Productivity and attitude of individuals and groups are strongly influenced by fun activities (Kamalan & Sutha, 2017). Mokaya and Gitari (2012) concurred that health and wellness programmes improved workers' productivity and performance through acquirement of appropriate ways of coping with stress. On the other hand, Shujat et al. (2011) stated that an increase of job satisfaction of employees will ultimately improve productivity and profitability of a company; thus, suggesting that fun at work has positively related to improve employee's creativity and productivity: job performance.

### 2.5.2 *Job Satisfaction*

The occurrence of job satisfaction does not stand alone, thus it is important to recognise the main factors that stimulate it.

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**Figure 2: Relationship between work environment, fringe benefit and co-workers towards job satisfaction. (Source: Zanggil & Razali , 2015)**

Figure 2 shows that there are three (3) main factors that contribute to job satisfaction and one of them is the work environment. The setting of one working environment makes a huge difference in how employee appraises their job satisfaction. The next main determinant of job satisfaction attitude is a fringe benefit which also means an added advantage supplementing an employee's money wage or salary. Last but not least, co-workers also included as one of the independent variables that could influence job satisfaction although this determinant is specific to a particular context. The main highlight here is, job satisfaction also affects employee absenteeism and the company turnover.

Also, job satisfaction among employee would lead them towards positivity in their working environment; self-motivation and thus coping with stress efficiently. Negative emotions experienced by the employee will cause them to narrow down thoughts and behaviours, thus reduce their motivation to perform new tasks, learn new skills and decrease their well-being and even possibly their desire to stay with the organization (Michel et al., 2019). To avoid this, Kamalan and Sutha (2017) suggested that intrinsic motivation and creative thinking skills can be encouraged by a fun activity. The same idea also presented by Shujat et al., (2011) that the motivation and improvement in health and relationships can be achieved through the benefits of integrating recreational and entertainment activities. On the other hand, to cope with stress efficiently, employee need fun activity that allows them to make positive connections with others (Michel et al, 2019). As suggested by Mokaya and Gitari (2012), health and wellness programmes can teach the employee the appropriate ways of coping with stress. So, this suggest that job satisfaction is the key factor to encourage positivity and enabling employee to developed self-motivation and coping with stress efficiently.

**2.6 Past Studies on Type of Fun at the Workplace**

Chan and Mak (2016) conducted a study to examine how the level of experienced workplace fun affects the relationship between workplace fun, employees’ trust-in-management and job satisfaction. In order to collect the data, they distributed a survey questionnaire to 240 frontline staff from one of Hong Kong’s retail companies. Based on data collected, it is found that workplace fun gives out positive effect to the employee in terms of trust-in-management and job satisfaction. It creates employee to be engaged with the company and it also encourages them to explore more beyond the task which benefit the company. Based on

the result, it's suggested that fun culture should be introduced in Chinese society as it will give benefit for the workers and employers (Chan & Mak, 2016). Chinese employers could learn from western companies and adopt the culture.

Becker and Tews (2016) explored the effect on multiple fun activities on workers' attitude and behaviours that benefit the employer. They collected 205 samples which consist of employees from 11 hotel properties in the USA. The study found that five out of 12 fun activities give significant outcomes in the workplace. One of the activities that gave positive impact in regards to employee engagement, is community volunteerism. Through the activity, it helps boost employee's motivation and engagement (Becker & Tews, 2016). Other than that, in regards to developing constituent attachment, employers could provide activities that will exhibit teamwork and strengthened the employee relationship.

## 2.7 *Past Studies on the Role of Fun at the Workplace*

The studies by Muceldili et al. (2016) and Kamalan et al. (2017) demonstrated motivation as role of fun at the workplace by enhancing job engagement and increasing employee performance. Muceldili et al. (2016) specifically showed that workplace fun which defined by three forms namely are; fun activities, co-worker socializing and manager support for fun is positively related to job engagement. The study also emphasizes the importance of building employee motivation through informal forms of fun so that constructive changes in the workplace can be achieved and make employees more engaged with their work resulting to increase in their performance. Kamalan et al. (2017) revealed that employee performance positively affects their experienced workplace fun as direct effects can be seen on employee performance under three categories which are job satisfaction, task performance, and interpersonal citizen behaviours. The study concluded that job satisfaction significantly enhanced employee task performance and interpersonal job satisfaction when employees experienced fun at the workplace. Based from these two studies, positive effects can be seen as employee acquired motivation through fun at the workplace resulting on strong job engagement and better employee performance.

Interpersonal relationship as a role of fun in the workplace can be identified in Michel et al. (2019) and Shujat et al. (2011) as both studies indicated that individual experienced fun at the workplace will obtain positive emotions and at the same time having good social relations between workers. Michel et al. (2019) examined the role of fun at the workplace and revealed that positive emotions can be achieved through social interactions between workers while experiencing fun at the workplace. These positive emotions can encourage employees to abandon common views and actions and motivate them to engage in creative, resourceful, and even unexpected ways of thinking and behaving at work. Besides, Shujat et al. (2011) showed that fun-filled activities not only results in better interpersonal relationships but also lighten up the traditional work environment while making the workplace comfortable and a less stressful place. Fun at the work-

place also become highly important for organizations as employee needs can be fulfilled through social interactions and feeling of interconnection among all members.

## 2.8 *Past Studies on Effects of Fun at the Workplace towards Employer*

The implication of workplace fun has been exposed by various studies across industries. For instance, Müceldili and Erdil (2016) has conducted a study to advance awareness of fun at the workplace. A quantitative approach using the cross-sectional design has been employed in this study. The questionnaire and data were collected through face-to-face interview among 195 employees. Müceldili and Erdil (2016) showed the relations among workplace fun via three forms of fun namely are fun activities, co-worker socializing and manager support for fun positively related to engagement and taking charges. However, the main issue in this study has been revealed as Müceldili and Erdil (2016) state the positive side of workplace fun in positive organizational scholarship context obtain less highlight in the organizational context.

Tews, et al. (2019) has done a review on the fun in the workplace and identifying the gaps in the literature as it can be a guide for future research. This study also offers a theoretical framework that to gain an understanding of individual interpret fun in the workplace and how it may be most advanced. The secondary data were used as they provide findings from past research. Even so, there is still an issue that has been raised in this study which is the researcher found the mixture of evidence from the review.

In the past, Becker (2012) conducted a study to examine the impact of multiple facets of fun at work, including celebrations at work, non-work-related activities, socializing with coworkers, and manager support for fun. The data was collected among 205 hourly employees from 11 small to medium-sized hotels. In this study, Becker (2012) found that celebrations at work activities were found to be related to the likelihood of lower employee turnover. For younger employees, more of the specific activities were found to be related to lower turnover than for older employees in the present study.

Tews, et al. (2013) found that fun in the workplace has both beneficial and potentially negative effect on the employee in the hospitality industry. This study highlighted the implication of fun activities and manager support for fun on employee performance and turnover. With a sample of 195 servers from a national restaurant chain, the study found that fun activities had an impactful effect on performance and management support for fun had an impactful effect in reducing turnover.

Tews, et al. (2012) extended previous research on the fun in the workplace by examining the influence of workplace fun in the context of applicant attraction. this research examined the impact of workplace fun relative to other key predictors of applicant attraction. Furthermore, Tews, et al (2012) found the impact of different sources of workplace fun—fun co-worker interactions, fun job responsibilities, and formal fun activities. With a sample of collegiate job seekers, the findings showed that workplace fun was a greater pulling factor of applicant attraction than compensation and opportunities for advancement.

## 2.9 *Past Studies on Effects of Fun at the Workplace towards Employee*

A study by Mokaya and Gitari (2012) aim to determine the effect of workplace recreation on employee performance. The data collected quantitatively by analysing respondents from Kenya Utalii College. The researcher found that recreation plays an important factor in employee performance and further divided into four; positive effect on job satisfaction, service provision, customer satisfaction and productivity. This research can be a reference for organisations on considering recreation facilities and activities that are of interest to employees. To conclude this Mokaya and Gitari (2012) aim to establish that such investments of recreational had any changes in employee and overall organizational performance.

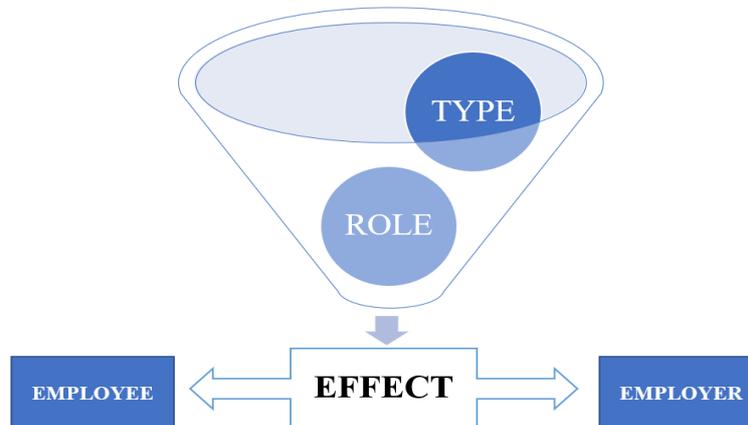
Kamalan and Sutha (2017) further investigated the influence of fun or entertainment at workplace based on employees' performance through job stress particularly in Sri Lankan IT sector. This paper also aimed to identify motivation for young workers to achieve job satisfaction. This paper initiates that fun workplace experience gives positive effects on workers on three (3) categories, namely; job satisfaction, task performance, and organizational citizenship behaviours. Therefore, this paper concludes by providing a significant insight for companies to attract the best young talents and ways to motivate them.

The case study conducted by Shujat et. al (2011) aims to determine the effect of recreational activities including indoor and outdoor games conducted by organizations on job satisfaction of employees. The data were collected via survey and interview. The findings highlighted companies have started changing their old methodology of operating by considering the idea of putting fun and entertaining activities at work. This due to the swift changes and the highly competitive environment. It further stated that fun-filled activities not only results in better interpersonal relationships but also lighten up the traditional work environment while making the workplace comfortable and a less stressful place. Though, this paper also noted that recreational and entertainment activities is not the sole contributor of job satisfaction, the researcher stated the impacts of it on employee's job satisfaction.

A study by Michel et. al (2019) aimed to form a theoretical framework that explains how individuals may interpret fun in the workplace and how it may be most beneficial. It is based on the previous research on fun in the workplace and gaps identified in the literature. This paper further proposed framework that provides a more nuanced understanding of the temporal processes and contextual factors that explain how individuals may interpret fun in the workplace and how fun in the workplace can be beneficial in both the short and long-term.

### 2.10 Theoretical Framework of the Study

In the setting of the workplace, it is essential to take in how the type of fun can create the role which can result in the effect on both employer and employee. The theoretical framework for this present study would be as in figure 3 below.



**Figure 3: Theoretical Framework of the Study-Fun at Work**

This model provides a theoretical framework that explains the type of fun can be in a few, which play several roles in the workplace setting. The implementation of fun at work, on the other hand, will result in the effect on the organisation as it associated with both employee and employer. Based on figure 3, this paper emphasizes that fun at the workplace consists of several types of fun that particularly has its own roles. Consecutively, it leads to the effects both party that is in this case; employer and employee. Hence, this framework presented the terms found in the previous literature used for this study.

## 3.0 Methodology

This paper is principally a conclusive research, in which the study was conducted to provide insights on the fun at the workplace but also to establish its cause-and-effect relationships with the organization and the employee.

### 3.1 Research Design

In order to gain data, this paper used quantitative research methods. Awang (2013) suggest that quantitative research is used when numerical data is required as it creates statistically valid information in terms of numbers. Following that, a set of questionnaire survey was distributed for data collection.

### 3.2 Population and Sample

A local sample of 105 participants from various industrial backgrounds (77 professionals, 28 support staff) was obtained after data screening. Participants were recruited through online sampling methods by advertising on LinkedIn, Twitter, and Facebook; employing various site entries to limit self-selection (Reips, 2002). Participants were clearly notified that the study is intended for those who are working and not limited to any industrial.

### 3.3 Instrument

This present study adopts the questionnaires as the measuring instrument. Awang (2013) defined questionnaire as a set of structured questions designed to collect the data required for research. To collect the data, a set of computerised questionnaires using the internet survey are used as Awang (2013) suggest it is one of the popular methods to obtain information from the public especially the opinion regarding the specific issue of public interest.

To determine the reliability measure for the measuring item under each component, the Cronbach’s alpha used in the study. Awang (2013) suggest that the Cronbach’s alpha of 0.6 or higher for a component shows that the measuring item under that particular component provides a reliable measure of internal consistency.

#### 3.3.1 Cronbach Alpha

The researcher computes the Cronbach’s alpha for the component in the above example. As shown in table 1, the value of Cronbach alpha is 0.933 respectively for all items. It is important to address here that all reliability measures have exceeded the minimum value of 0.6 as recommended by Nunally (1978) as cited in Awang (2013).

**Case Processing Summary**

		N	%
Cas- es	Valid	100	95.2
	Exclud- ed <sup>a</sup>	5	4.8
	Total	105	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	N of Items
.933	27

**Table 1: Reliability Statistics for Fun at Work**

### 3.4 Method of Data Collection

For the data collection, this research used google form to distribute the questionnaire to the public. The google form is being filled with the questionnaire and then distributed online to Malaysia workers.

### 3.5 Method of Data Analysis

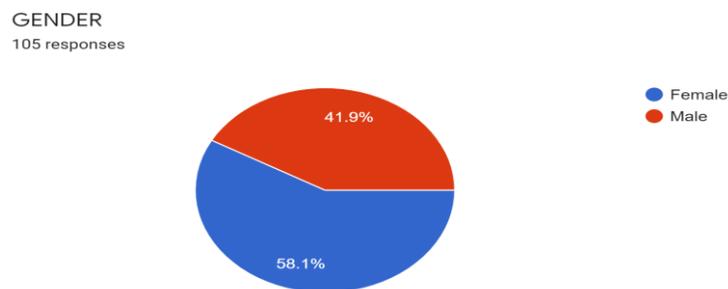
Once the data has been collected, the researcher will then analyse the questionnaire. The responses summary was derived from Google Form. For the demographic data in section A, the data will be analysed and formulated by counting the percentage. Meanwhile, the data in section B will be analysed by using SPSS. Through the use of SPSS, the mean of the findings will be determined.

## 4.0 Findings

### 4.1 Introduction

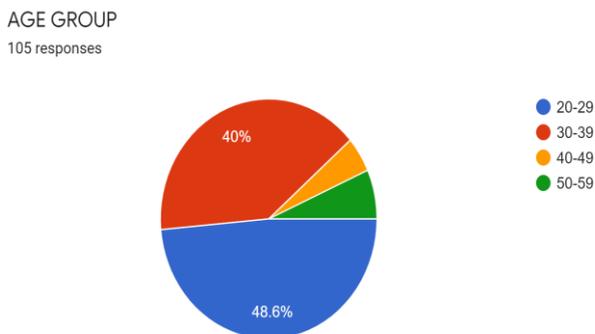
This section presents the data collected in this research through the analysis of the data received. The data for this study was gathered from the questionnaire answered by 105 respondents from various job industries in Malaysia. The results are then presented in a statistical analysis which was conducted through descriptive statistical analysis. The presentation of the results of the findings are organized according to the research questions.

#### *Findings for Demographic Profile*



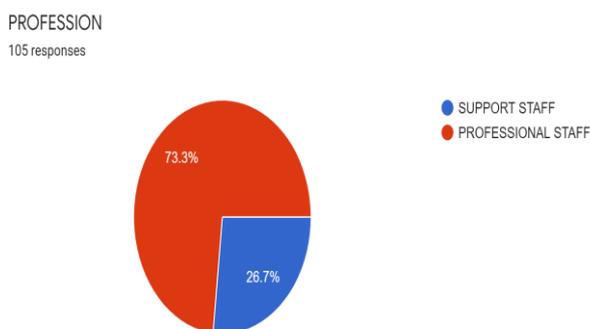
**Figure 4: Demographic Profile of Respondents**

The first section of the questionnaire is to find out the demographic profile of the respondents. According to the pie chart above (Figure 4), a total of 105 respondents from more than various industries took part in the survey. Majority of the respondents are female with 58.1% while the remaining 41.9% are male.



**Figure 5: Age Group of Respondents**

For the age group of the respondents (figure 5), majority of the respondents are in the age group ranging from 20- 29 years old that made up 48.6%, followed by the age group 30-39 years old with 40%. Age group 50-59 only made up of 6.7% and the lowest is the age group 40-49 which made up of 4.8%

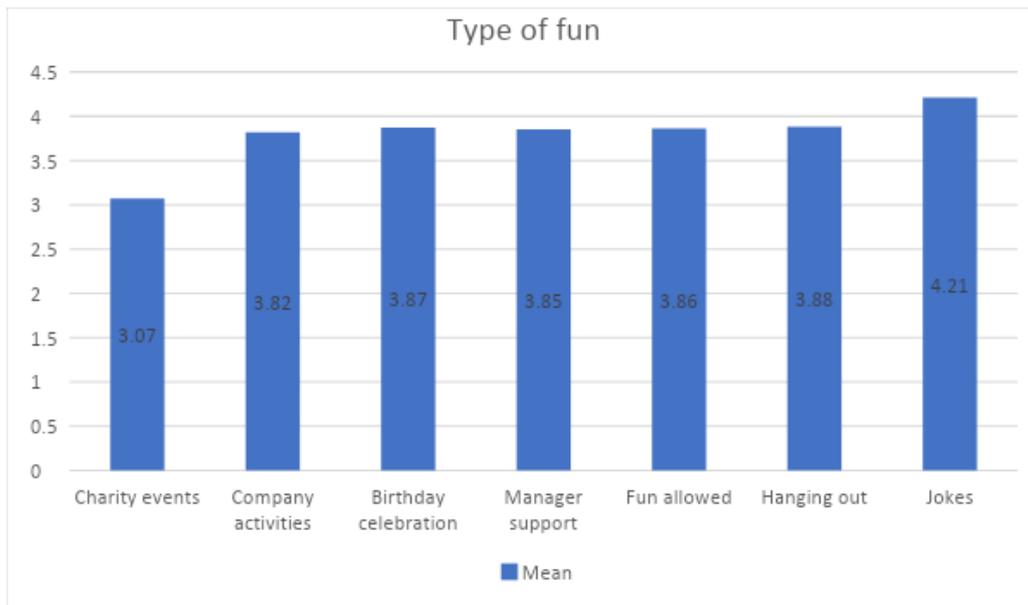


**Figure 6: Profession Group of Respondents**

Lastly, according to the pie chart above (Figure 6), most of the respondents of the survey are Professional staff which consist of 73.3% while the remaining 26.7% consist of support staff.

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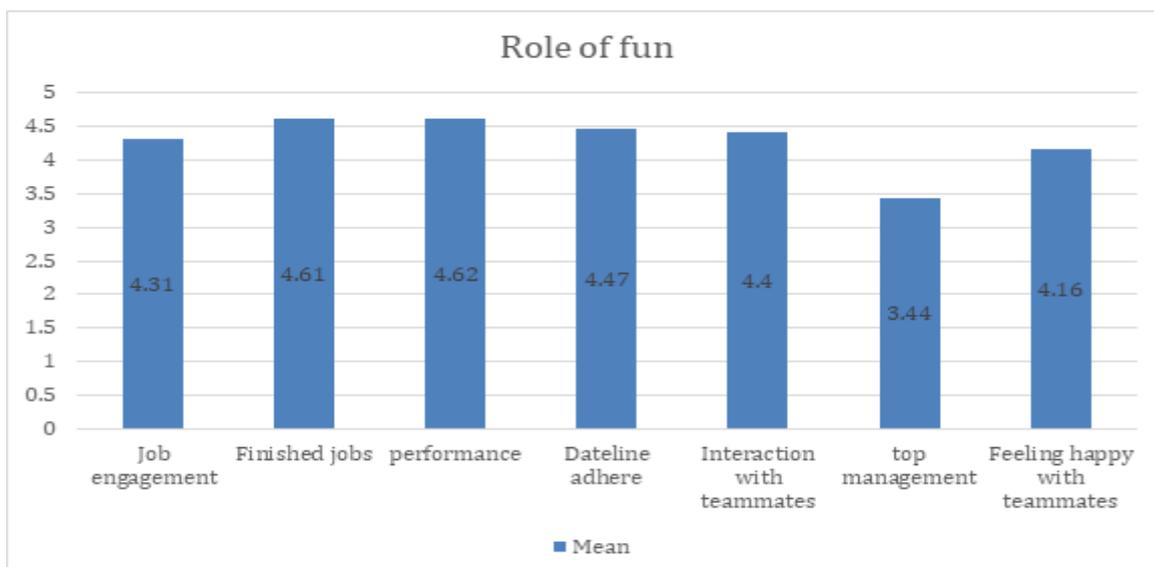
**4.1 Results for RQ1: What is the type of fun preferred at the workplace?**



**Figure 7: Type of Fun Preferred by Employee**

According to the bar chart above (Figure 7), the most preferable type of fun in the workplace is making jokes among colleagues which has the highest mean, where  $M = 4.21$ . Followed by hanging out with colleague,  $M = 3.88$ , with Celebration ( $M = 3.87$ ), Fun allowed ( $M = 3.86$ ), and Manager support ( $3.85$ ) followed closely. Company activities is the second lowest,  $M = 3.82$ . Meanwhile, Charity events is the least preferred type of fun with  $M = 3.07$ .

**4.2 Results for RQ2: What is the Main Role of Fun at the Workplace?**



**Figure 8: Role of Fun Perceived by Employee**

According to Figure 8 above, the main role of fun in the workplace is to increase performance (M=4.62), which followed closely by finished jobs (M=4.61). Next, the role of fun also used by employees to increase their motivation in following the dateline (M= 4.47) and job engagement (M=4.31). Role of fun also affects the interaction among teammates (M=4.40) and their positive feelings towards them (M=4.16). Role of fun also cause them to be happy with their colleagues as well (M=4.06). However, top management has the least role in fun at the workplace where M= 3.44.

4.3 Results for RQ3: What is the impact of fun at workplace can towards the employer?

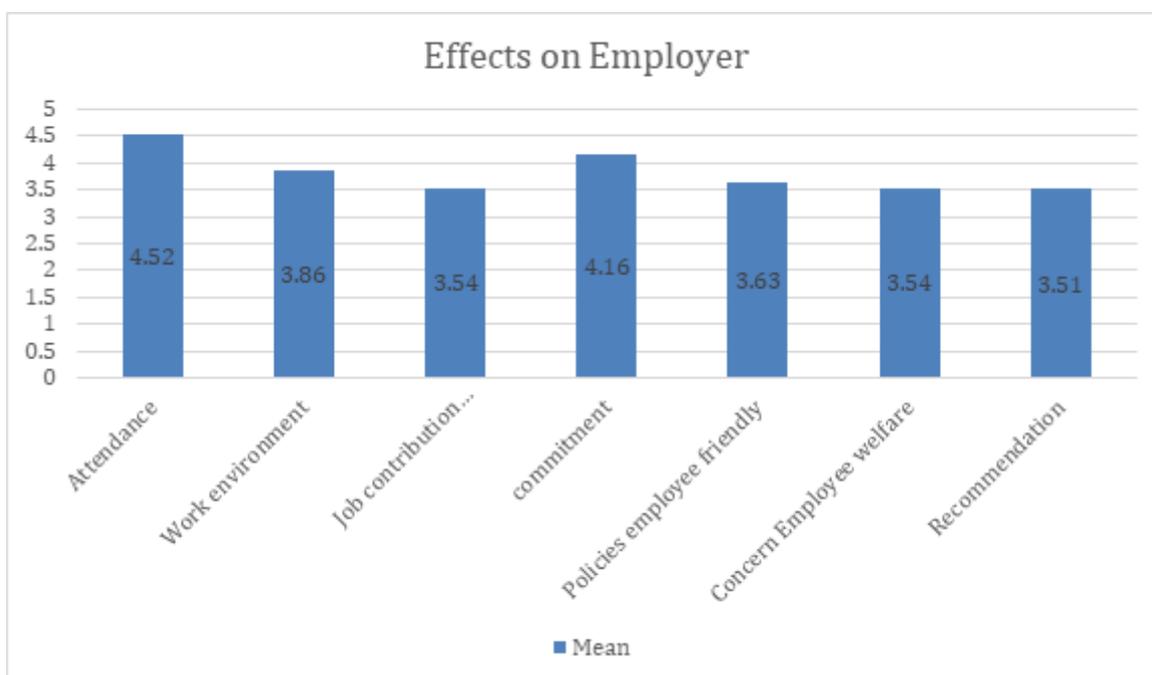
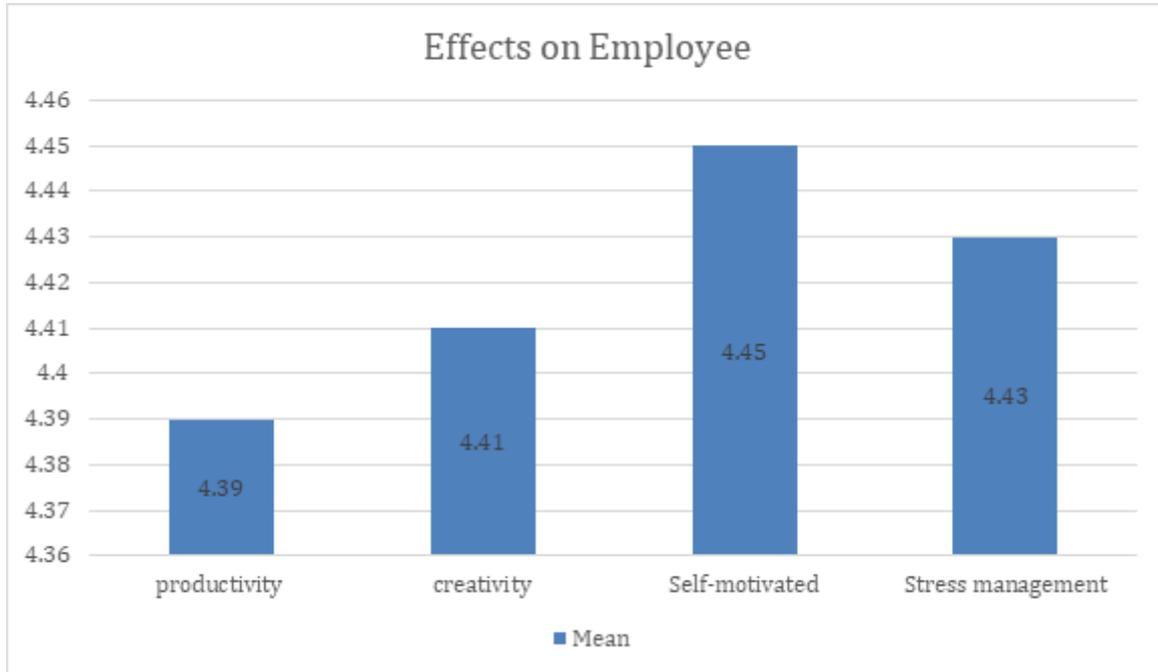


Figure 9: Effects on Employer

According to the figure 9 above, highest impact of fun towards the employer is the Attendance (M=4.52), followed by their commitment to the work (M=4.16) and Work environment (M=3.86). Fun at the workplace also affects the employer in terms of its company policies (M=3.63). Job contribution acknowledgement and concern for employee welfare has equal effect on employer (M=3.54) while maintaining benefits followed closely at M=3.53. The least impact of fun on Employer is recommendation (M=3.51).

**The Influence of Fun at the Workplace among Employer and Employeee**

4.4 *Results for RQ4: How far does fun at the workplace give effects towards employeee?*



**Figure 10: Effects on Employee**

Figure 10 shows that Self-motivated is the highest effect of fun towards employee (M=4.45), followed by stress management (M=4.43) and creativity (M =4.41). However, productivity has the least effect towards employee with M=4.39.

**5.0 Discussions and Conclusion**

*5.1 Summary of Findings*

The findings of this study revealed that most Malaysian workers prefer type of fun such as jokes and hanging out among their colleagues. Further, it is also found that the main role of fun at the workplace is to increase the employee’s motivation in delivering top performance at work. Fun at the workplace also gave positive impact to employers and employees. For employers, having fun at the workplace will affect their motivation in terms of commitment and their adherence. As for employee, having fun will indirectly motivate them to do their work and at the same time help them to cope with stress at work.

*5.1 Discussion*

*5.1.1 Discussion on Type of Fun Preferred*

Based on the findings, it is revealed that most of the employees in Malaysia prefer the informal type of fun. Informal type of fun is classified as employee enjoying themselves at work through socialising among co-workers and having proper manager support in order to maintain the fun environment in the

workplace (Chan & Mak, 2016). The findings have shown that workers in Malaysia having fun by making jokes among themselves, followed by socialising among co-workers and having fun workplace environment. This is probably because by having informal type of fun at the workplace, it will impact employee's engagement and enhancing their interpersonal relationships (Becker & Tews, 2016). This result is similar with Becker and Tews (2016) as their study also highlighted that workers prefer on the job fun activities which was identified as their interaction among their colleague. By having social gathering among their colleagues, it will ultimately develop their teamwork and employee relationship. Plus, it will help in maintaining employee retention (Becker & Tews, 2016) and also strengthened the trust between managers and employees (Chan & Mak, 2016)

### 5.2.2 *Discussion on the Role of Fun*

From the findings, it is showed that fun at the workplace becomes one of the biggest roles to enhance performance through motivation that employees get from interesting activities. The findings showed that workers in Malaysia have a tendency to perform better in the workplace after they experienced workplace fun. This effect showed probably because fun at the workplace becomes a motivation for the employee by enhancing employee job performance (Kamalan & Sutha, 2017). The findings also showed that most of the employees in Malaysia were motivated to do their job when they experienced fun at the workplace and the effect can be seen as workers feel encouraged to finish their jobs and following the dateline (Muceldili et al., 2016). This result also can be found in Kamalan and Sutha (2017) as they also stated that employee performance gets the effect of motivation found through fun at the workplace. Fun at the workplace can be related to task performance and creative performance from the encouragement employees could attain while having fun. Thus, the role of fun is to build a good working environment by making the workplace a comfortable and less stressful place (Muceldili et al., 2016).

### 5.2.3 *Discussion on Effects toward Employer*

Based on the findings, fun at work results in the attendance of the worker to the workplace as most of the respondents agree that when the workers were enjoying their working environment, they will come to the workplace. The higher attendance of the worker shows the commitment of the workers to the company as it helps in job engagement toward the company. In associate with past study, Becker (2012) suggest that fun workplace environments have been shown as an approach to generate organisational cultures that support employee engagement, performance, and retention.

### 5.2.4 *Discussion on Effects towards Employee*

The surveys show that fun at the workplace influence positively on the employee's self-motivation the most. This finding is in concordance with previous researchers that suggest motivation of the employee

can be encouraged by fun activities and environment (Kamalan & Sutha, 2017; Shujat et. al., 2011). Self-motivation able to accentuate the employee to keep moving forward and act accordingly, but also and maintain positivity while engaging with their work. This can be considered as a benchmark of this study which aims to understand and evaluate the current position of fun at the workplace.

### 5.2 Recommendations & Implication

Organizations need to seriously consider implementing the correct scheme of fun, thus results in higher job satisfaction which may also reduce employee absenteeism and hence increase the company turnover as noted by Zanggil and Razali (2015). The findings of the research are beneficial for the management of organizations to formulate suitable fun and maintain positive ambiance in the workplace as it purposes to increase positive impacts among employees in Malaysia.

### 5.3 Suggestions for Future Research

It is suggested for future research to do the survey on a bigger scale therefore huge differences of mean can be achieved. Wisely, a comparison between two renowned companies that have been implementing “fun” as a way to promote the employee’s positive reflection and productivity can be one of the possible subjects for future research.

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