Lebanese American University

The effect of creating workplace fun on employees' job satisfaction, commitment and turnover.

By Hala AlBazzal

A thesis

submitted in partial fulfillment of the requirements

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Adnan Kassar School of Business

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DEDICATION

This paper is dedicated to my greatest support system, my dearest mother.

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The effect of creating workplace fun on employees' job satisfaction, commitment and turnover.

Hala Al- Bazzal

ABSTRACT

This paper aims at exploring the effect of workplace fun on employees' job satisfaction, commitment and turnover. First, the concept of workplace fun, employees' job satisfaction, commitment and turnover will be introduced. Second, the derivers, types, features and consequences of workplace fun will be discussed. Gender diversity toward workplace fun was also considered in this paper as well as the factors and effects of employee's job satisfaction. Then, the types, factors and consequences of commitment at the individual and organizational levels were shown. After this, turnover types, factors and ways to reduce it were listed too. This paper also contributes by studying the theoretical framework and the relationships between the variables. Then a survey was developed and empirically tested using data collection through an online questionnaire. The survey was sent to currently employed individuals in the Lebanese sector. A total of 250 employees had completed the survey and their data was analyzed with an SPSS program. The results demonstrated that having fun at the workplace has an impact on the three variables discussed in the study.

This paper adds value to the literature gap since there is a limited research that exists on this topic especially because it's known to be a new topic in the HR field.

Key words: Workplace fun, Job Satisfaction, Commitment, Turnover.

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CHAPTER ONE

INTRODUCTION

1.1 General background

Workplace fun and behavior is a factor that is essential for employees' satisfaction and productivity. Some managers tend to give a blind eye to it, or are not aware of the struggles their employees are going through. Survey proofs recommend that these managers are considered ''very important'' in supporting activities of training and development in the organization (Chartered Institute of Personnel and Development, 2007), despite the fact that the fifth of respondents also indicates that some managers might not take this issue in a serios way. Unfortunately, HR managers and professionals are still working in a traditional way where they still treat their employees as expenses instead of assets. Also, managers rarely view training and development as a priority for employees. Noonan (2007) declares that managers doesn't have the interest in investing in training elderly workers except when it comes to perceive a clear and a direct return, or its essential to do so for employees in order to meet occupational health and safety, administrative and quality assurance requisites. Thus, such factors lead to lower the levels of both commitment and satisfaction and a higher the levels of turnover rate.

Therefore, one of the key challenges faced by HR managers and professionals nowadays is motivating employees to work and increase their level of commitment towards their jobs. This study will explore the effect of introducing workplace fun as a way of enhancing employees' job satisfaction as well as their commitment, while reducing their intention to leave.

One of the most serious issues in almost all organizations is workplace fun. Workplace fun, job satisfaction, commitment and turnover are important factors that affect any organization's performance. This study will explore the relationship between those variables and their effects on employees. There has been a widening recognition that workplace fun has an impact on employees' job satisfaction, commitment and turnover.

Furthermore, Workplace fun effectiveness relies on employees' attitude and behavior towards it. It was seen that females and male vary in their points of view towards different ways of introducing fun at work (Mehta,2014).

Lamm and Meeks (2009, p.614) characterized work place fun as "energetic social, communication between people, sporting, or task exercises expected to give entertainment, happiness and pleasure". Generally, workplace fun includes deliberately planned fun activities that are required to improve the organizational results.

Job satisfaction is expressed as the demeanor that people have about their positions. It results from the employees own view of their jobs (Ivancevich & Matteson, 1990).

According to Lamba and Choudhary (2013), organizational commitment is a solid attractive power which ties the employees with their readiness to stay appended to their organization. In the event that, if employees are committed enough to their organization they will carry out their work well and the eventual execution of the organization will be better.

On the other hand, turnover intention is characterized in terms of the employee's willingness to leave their jobs, which then results in costs related to the loss of the competent and qualified employees (Cascio, 1991; Tett & Meyer, 1993).

Research studies are now highlighting and emphasizing the effect of workplace fun on employees' job satisfaction, commitment and employees' turnover. Many issues and challenges are associated with employees experiencing fun at the work place.

Therefore, it is very important for both employees and employers to view workplace fun and its outcomes as a critical issue.

1.2 Need for the study

The need for this study is due to the limited research in Lebanon applied on this topic, which is essential to fill the literature gap. Eventually, work place fun has been esteemed by researchers recently, and variables identified with organizations ought to be included in the future to examine the connection between working environment fun and different variables (Tsaur, Hsu & Lin,2019). In addition to this, there is limited research in the field of gender and how gender relates to workplace fun, so for this, identifying variety in opinion towards the acceptance of workplace fun depends on employees' gender (Mehta,2014). Hence, it will serve as a guidance and insight for HR managers and professionals on how to create workplace fun and how to enhance employees' job satisfaction and commitment and reduce the turnover intentions.

1.3 Purpose of the study

The purpose of this study is to give managers insight on how to create workplace fun since the study is based on studying the effect of workplace fun on employees' job satisfaction, commitment and turnover intention. It is necessary for managers to have a notion of the impact of creating fun in the workplace as employees will highly benefit from it and enhance their

performance accordingly. Hence, this paper focuses on improving the HR departments in Lebanon by minimizing turnover and increasing employees' job satisfaction and commitment.

1.4 Research aims

This research aims to study the effect of creating workplace fun on employees' job satisfaction, commitment and turnover. It attempts to answer the question: What is the effect of creating workplace fun on employees' job satisfaction, commitment and turnover?

H1: There is a positive relationship between workplace fun and employees' job satisfaction.

H2: There is a positive relationship between workplace fun and employees' commitment.

H3: There is a negative relationship between workplace fun and employees' turnover.

H4: The relationship between workplace fun, job satisfaction, commitment, and turnover differ across males and females.

1.5 Operational definition of terms

Workplace fun: Workplace fun is the "social, interpersonal, or task activities at work of a playful or humorous nature which provide an individual with amusement, enjoyment, or pleasure" (Fluegge, 2008).

Turnover: "The ratio of the number of organizational members who have left during the period being considered divided by the average number of people in that organization during that period" (Price, 1989).

Job satisfaction: Job satisfaction is defined as "the feelings a person has about her or his job" (Anderson & Williams, 1991).

Job commitment: Organizational commitment is defined as “the relative strength of an individual’s identification with and involvement in an organization” (Anderson & Williams, 1991).

CHAPTER TWO

LITERATURE REVIEW

2.1 Workplace Fun

2.1.1 Definition:

Presenting fun at work is turning out to be numerous organizations' concern in motivating and retaining their employees. There is little agreement with respect to the importance or the meaning of ''fun'' on the grounds that what is "fun "or known to be "funny "to an individual might be simply viewed as hostile, unfriendly or even meaningless to an alternate individual. The term fun is regularly confounded with the ideas of humor, laughter and kidding (Blythe &Hassenzahl, 2003).

But eventually, and according to Fluegge (2008), workplace fun refers to "any social, interpersonal, or task activities at work of a playful or humorous nature which provide an individual with amusement, enjoyment, or pleasure".

With a term like "fun", experts see that it's all about activities that can be organized with suggestions like: acquiring food, giving honors, messing around, playing games, having wild exercises, for example, hula band long distance races and fashion shows (Berger, 2002; Firth, 1995; Greenwich, 2001; Hemsath, 2001; Putzier 2001).

Lamm and Meeks (2009) characterized workplace fun as "playful, social, interpersonal, recreational, or task activities intended to provide amusement, enjoyment, or pleasure". In light of this definition and past examination, fun might be possibly gotten from different sources at work, for example, formal exercises, communications with others, and the work itself.

Experienced fun refers to whether most people see the presence of fun in the work environment (Karl & Peluchette, 2006; Karl et al., 2007). Furthermore McDowell (2004) pointed out that fun requires activities that are “not specifically related to the job that are enjoyable, amusing, or playful”. Fun may improve embeddedness in light of the fact that a huge segment of fun focuses on social contribution (McDowell,2004).

Fun exercises, employees’ socialization, and the managers support for it may place workers in more contact with each other, and contact is a prerequisite for connections to be created. Employees can collaborate with one another casually through these roads and create connections past the limits of their work jobs. When there is fun at work, work isn't just about undertaking work accomplishments, yet additionally about relationships with others (Karl,2007).

A great number of experts agreed that workplace fun enhances employees’ motivation and productivity, customers’ satisfaction and fulfillment as well as reducing workers’ stress levels (Lundin, Paul, & Christensen, 2002; McGhee, 2000; Paulson, 2001; Ramsey, 2001, Weiss, 2002).

Also, Karl (2005), sees that most of the authors have the same opinion that workplace fun is important for boosting employees’ motivation as well as productivity.

According to Glasser (1994), fun at work is one of the key factors of needs. And for this, having a great time at work is obviously expected to give representatives great feeling as fun-at-work activities are intended to do such a function (Chan, 2010).

McDowell (2004), considered that workplace fun contains activities that are “not specifically related to the job that are enjoyable, amusing, or playful”. Activities like these include parties, recognition rewards, gatherings and participating in casual fun events (Karl &Peluchette, 2006).

Ford, McLaughlin, and Newstrom (2003) portrayed that a fun activity “intentionally encourages, initiates, and supports a variety of enjoyable and pleasurable activities that positively impact the attitude and productivity of individuals and groups”.

Ford (2003) and colleagues established that the top three classifications of fun activities, arranged by significance, were identification of personal milestones (e.g., birthdays and anniversaries), social events (e.g., picnics and parties), and lastly public celebrations of expert accomplishments (e.g., grant dinners).

A fun environment doesn’t just give a feel of relaxation and happiness but it additionally assists in boosting employees’ motivation (Plester, 2009).

Accordingly, Ford, McLaughlin, and Newstrom (2003) asserted that workplace fun is a “work environment that intentionally encourages, initiates, and supports a variety of enjoyable and pleasurable activities”.

When people experience fun in their organizations, they tend to be more excited, give better client assistance, experience less pressure, and are less likely to be absent or leave the association (Berg, 2001; Mariotti, 1999; Meyer, 1999)

Besides this, numerous associations are understanding the benefits of making a great working fun environment as far as what it can accomplish for the association's nature of work life, reputation and its financial performance (Chan, Gee &Steiner, 2000; Joyce, 2003).

The roots of the advanced work environment fun development can be found in work by Peters and Waterman (1982) and Deal and Kennedy (1982), who urged supervisors to create cultures that advance play, humor, and fun. In fact, a great number of organizations for example, Pike Place Fish Market, Google, IBM, and Southwest Airlines, have integrated fun into their

workplace with extraordinary reported achievement and success (Collinson 2002; Karl et al. 2005; Sunoo 1995).

Fun is considered one of the most positive phenomena in organizations since it consists of social events, meet personal milestones, public festivals, humor, playing games, enjoyment, joy and chances for personal development (Ford, et al.2003, Grant et al.,2014).

Additionally, Google as mentioned before, tends to create fun in its environment as much as it can. Creating fun at Google comes from having some sports like playing beach volleyball, Ping pong and celebrating Aprils fool every year. This is because Google's leaders believe that "fun comes from everywhere" (Schmidt & Rosenberg, 2014, p. 56).

Also, fun may motivate employees to achieve their work by making the job more entertaining, less stressful and pressuring, and coordinating representatives toward attaining their goals (Tews, Michel&Stafford,2013).

Employees have different perspectives toward the notability or significance of having fun time at work. Some may see working environment fun as a basic component of a work, while others may see it as a wonderful extra, however not really needed. Individuals may likewise vary in perspectives on anticipated outcomes of fun at work. Some may see fun exercises as facilitators of individual and group performance while others may see them as obstructing or slowing down work process (Karl et al., 2005).

In contrast, organizations facing recession or hard economic times, fun becomes essentially relevant since employees are expected to work more for less (White, 2008).

2.1.2 Drivers of workplace fun:

Workplace fun is acquired from two main aspects, which are: managers support and fun activities (Tews, Michel&Stafford,2013). For fun activities, it includes factors such

as: productivity, social events, team building exercises, work accomplishments, public celebrations as well as personal milestones (Ford, McLaughlin, &Newstrom 2003; Hemsath, Yerkes, &McCullen 1997; Karl et al. 2005).

Coming to managers' support, it is conceptualized as the degree to which managers encourage and urge workers to have some good fun times at work. This kind of help, which is like McDowell's (2004) encourages employees and affords them with the needed opportunities to experience fun at work.

2.1.3 Types of workplace fun:

Workplace fun is known to be grouped into two types known as tangible and intangible (Ching, C. Y. I. Y. H,2010).

For tangible: Fun in the workplace can be considered as some fun exercises presented by the organization. For instance, some of these activities included video gaming, and playing kickball during their break time (Meyer, 1999). Also, other activities can include planning for funny events, bringing food and giving rewards (Karl et al., 2005).

For intangible: Fun in the workplace can be considered as a sort of feeling of affections or fondness that are reflected in the organization (Ching, C. Y. I. Y. H,2010). Intangible activities need no physical existence like the tangible one, its mainly known for having a friendly environment as well as a good coworker's relationship (Rigby,2012).

2.1.4 Features of workplace fun:

Researchers had found several features of workplace fun, some of them would be:

1-*Experienced fun* that refers to the general existence of fun in the organization (Karl & Peluchette, 2006; Karl et al., 2007).

2-*Global fun at work* that refers to the general assessment people make regarding if the organization has a fun work atmosphere (McDowell,2004).

3-*Fun activities* that refers to social activities that are coordinated and supported by the organization intended to encourage a feeling of entertainment and commitment (Ford et al., 2003; Karl et al., 2005; Tews et al., 2014),

4-*Personal freedom* that refers to whether the workplace inspires and allow employees experience fun in the workplace (McDowell, 2004).

5-*Mangers support for fun* that refers to the degree to which managers specifically encourage employees to do so (Tews et al., 2014).

6-*Fun job responsibilities* that refers to the enjoyable significant tasks and a good match with the people interests (Tews et al., 2012).

2.1.5 Consequences of workplace fun:

Fun has regularly been supported in famous press distributions as a vehicle to encourage a large group of attractive results, for example, expanded occupation fulfillment and authoritative responsibility and lowering pressure and turnover (Hemsath et al., 1997; Lundin et al., 2000; Yerkes, 2007).

Owler (2010), pointed out that fun affect the employees in a beneficial way. For instance, fun positively influences employees' commitment, satisfaction, innovation and energy. However, fun can negatively influence turnover, burnout, absenteeism, anxiety as well as emotional issues (Tews et al,2012).

Additionally, researchers have started to aggregate to approve the significance of fun in the work environment. For instance, various examinations have shown that fun identifies with worker mentalities, for example, work satisfaction, authoritative responsibility, commitment, good mind-

set, and good feelings (Fluegge, 2008; Karl& Peluchette, 2006a, b; Karl et al., 2007, 2008; McDowell, 2004). Furthermore, employees who have fun in their work are more likely to be happier and joyful (Lamm & Meek, 2009).

Working in a fun environment deeply affects both organizations and employees (Owler et al., 2010). From the point of view of organization , fun has conducted several benefits and advantages, like elasticity , being more involved in work as well as increasing the companies competitive advantage(Fleming, 2005; Karl et al., 2005), great client assistance (Karl and Peluchette, 2006), development (Bolman and Deal, 2000), strengthening and empowerment(Baughman, 2001; Bolman and Deal, 2000), inventiveness Bolman&Deal, 2000; Deal &Kennedy, 1999), as well as productivity (Costea et al., 2005; Karl et al., 2005).

While on the employees perspective, fun at work reinforces both motivation and productivity (Deal & Kennedy, 1982),employees get to be more satisfied in their jobs (Karl &Peluchette, 2006), commitment(McDowell, 2004),more energetic (Tews et al., 2012), and experiencing employee well-being (Owler et al., 2010; Tews et al., 2017).However fun reduces employees' anger (Tews et al., 2012), emotional tiredness (Karl et al., 2007), work stress (Karl et al., 2005), and turnover intention (Tews et al., 2014).

2.1.6 Workplace fun and gender diversity:

The view of gender is likewise an impression of cultural values, as recommended in Hofstede's business related to the masculinity/femininity measurement of culture (Hofstede, 1991, 2001). Karl and Harland (2005) have done research and discovered that women and males do have various perspectives toward fun. Also, it was presumed that ladies had more job satisfaction than men in certain studies (Clark, 1997; De Rijk, Nijhuis, & Alexanderson, 2009). No connection was found between significance of fun and want to get fun going for males, however the relationship was critical for females demonstrating that the ladies in the studies were

more likely to get fun going on the off chance that it was missing from the working environment (Cook,2009).

There was small to moderate impact for gender orientation comparable to Special festival occasions with females revealing altogether higher satisfaction in participating in exceptional festivals than did males. A second difference was found corresponding to detailed satisfaction in helping put together occasions, indeed with females announcing more higher levels of getting a charge out of this movement. Thus, females reported that they do enjoy celebrations, however they like to organize events more than males (Cook,2009).

Examining gender-based differences shows that females are significantly more satisfied and happier with their work in comparison to males in the same work settings (Clark, 1997 & Rijk, Nijhuis & Alexanderson, 2009).

Moreover, it was additionally noticed that males and females differ in their preference with respect to different fun activities. Males commonly will in enjoy outside sports activities but do not prefer them as an activity related to the job. Instead they prefer social events like dinners and gatherings over other outside sports (Karl & Harland, 2005). Females employees do not really prefer outdoor sports.

The occurrence of gender was important in relation to various organizational variables investigated, with females tending to prefer fun activities as opposed to males (Cook,2009). Therefore, it is shown that males and females differ in their attitude towards workplace fun (Mehta,2014) which could affect their attitudes at work.

2.2 Job satisfaction

2.2.1 Definition:

Job satisfaction is the employees' pride and success at work. It is commonly seen to be directly connected to employees' productivity as well as their prosperity. It refers to the tasks and responsibility, doing it well and being compensated. It further suggests energy and happiness in the work. Job satisfaction is the crucial key that produces acknowledgment, pay, compensations and accomplishment of different objectives that leads up to the fulfillment feeling (Kalsiki,2007).

Hoppock (1935) states that job satisfaction is "any combination of psychological, physiological and environmental circumstances that causes a person truthfully to say, ''I am satisfied with my job'". In addition, job satisfaction is defined as "the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values" (Locke,1969, p.316).

Job satisfaction is a set of feelings that the employee has towards his/her work, it can be both negative and positive feelings. Job satisfaction is the extent to which the employees meet their expectation from needs and experiences to the rewards they get in their real-life work. It is closely connected to one's behavior in the workplace (Davis et al.,1985).

According to Armstrong (2006), job satisfaction is what the employee feels towards the job. These feelings as mentioned before can be positive or negative. In the case of positive feelings and good behaviors towards the work, it demonstrates a job satisfaction, while in the case of negative feelings and shocking perspectives towards work, it demonstrates work dissatisfaction and disappointment.

Graham (1982, p. 68) also states that Job satisfaction is "the measurement of one's total feelings and attitudes towards one's job".

It is how an employee feels convinced and pleased with the job (Spector, 1997). It is the employee's sensation with regard to the job as a whole (Ünal, 2013). Additionally, work satisfaction is the thoughts that people have about their positions, whereby, it results from their view of their job (Ivancevich& Matteson, 1990).

2.2.2 Factors of job satisfaction:

Studies have shown many different factors that have a direct influence on employees' job satisfaction. Some factors were developed according to Aziri (2011) such as: the nature of work and its conditions, salary and payments, social relationships and team work, compensations, Job design, managers' concern of workers, advancement openings and opportunities for being promoted, and levels of needs of achievements. Other major factors developed by Berry (1999) are known as: safety, productivity, promotions, nature of work, Co-workers relations, managers and co-worker's relationship as well as benefits.

Also, Rue and Byaes (2003), state that occupation fulfillment is affected by a progression of elements such as: the managers attention and worries toward their employees, the design of the job (such as its scope, depth and value), the compensations, the work environment, the social relationships, the opportunities and the needs of the employee for achievement.

According to Luthans (1992) "pay ''is one of the most important factors that affect job satisfaction, because money helps employees in fulfilling their needs.

Feldmann and Arnold (1985) see that the "work itself ''is a factor since it plays a significant role in attaining this satisfaction for the statement of "the motivation to work", "promotion possibilities", on the off chance that individuals believe that they won't have a lot of opportunities they might be influenced adversely.

They also agree that “peers” is one of the factors too since the cooperation with peers is a significant factor in occupation satisfaction, for example an examination in a vehicle industry showed that employees who stays alone in the work and don’t have relations with their peers will dislike their jobs. Coming to the “working condition” (such as the lighting, location of the work and equipment) is also a factor since employees who experience good working conditions will let them do their work in a more effective and efficient way.

2.2.3 Consequences of job satisfaction:

Job satisfaction has consequences on the employees themselves whereas satisfied workers tend to perform better on their jobs giving good work outcomes in the organization. (Judge, Thorensen, Bono, & Patton, 2001; Muchinsky & Tuttle, 1979; Porter & Steers, 1973).

On the other hand, job satisfaction affects employees’ loyalty and performance as well as it decreases the level of absenteeism, and at the same time, satisfied workers are being more productive, creative, proactive, innovative and hard workers in their organization (Baloch,2009).

2.3 Commitment

2.3.1 Definition:

Mowday, Porter, and Steer (1982) highlighted that organization commitment is a combination of loyalty and attachment of employees to their firm who apply their effort on behalf of organization for accomplishing the organizational goals.

Salancik (1977) has a different point of view with respect to commitment. He thinks about commitment as a behavioral element. Employees’ behaviors play a very significant role in commitment. There are three behaviors that are known: the clarity on how to act, how outcomes are explained and how people are willing to own the work of their organization.

According to Amstrong (1999) creating commitment is important for the values of the organization.

As opposed to review employees' commitment as the basic idea that moves from low to high, it is currently generally acknowledged that workers who are committed have a several-dimensional nature (e.g., Allen & Meyer 1990; Jaros 1997; Jaros et al.,1993; O'Reilly &Chatman 1986). This several-dimensional nature was enunciated as the most unmistakably in the three-parts theory of organizational commitment (Allen & Meyer 1990,1991, 1997).

With respect to that point of view, the three-parts theory, known by the commitment a worker feels towards their association, reflects the combination of affective, continuous as well as normative commitment (Allen &Meyer 1990, 1991, 1997).

It is the individual's feeling that connects the person in question to an association (Meyer and Allen 1991; Porter et al. 1974).

Memili et. al (2013) considered organizational commitment as the emotional connection to the association, as well as the obligation to stay inside the association.

Also, Lyman Porter (1 968), considered it to be the readiness of a worker to apply their effort on behalf of the organization, a powerful wish to remain with the organization, and an acquiring of its major goals and values.

Furthermore, Kantor (1968) characterized it as the employees' will to provide their energy and loyalty to their organizations. Meanwhile, Hrebiniak & Allutto (1973) considered it the unwillingness to leave the organization for increments in pay, status, or professional freedom or for greater colleague friendship.

Mowday, Porter and Steers (1979) view commitment as a solid belief in the association's objectives and values and a readiness to apply impressive effort for the benefit of the organization.

Organizational commitment has been considered as the connection between the worker and his/her employer (Manetje & Martins, 2009).

Researches agreed that Human Resources practices show high organizational effectiveness by making a condition whereby workers become more motivated and involved with work activities pointed toward accomplishing organizational objectives and goals (Arthur, 1994; Abu-Baker, 2010; Boxall & Macky, 2009).

Mowday (1998) defines “organizational commitment as the attachment an individual has for his or her organization, and it arises from the person ‘s identification with and participation in the organization”. He characterizes commitment as the connection an individual has for their association, and it emerges from the individual's relationship with and cooperation in the association. Organizational commitment speaks to a representative's direction toward the association regarding their dependability, loyalty and contribution in the association (Robbins and Coulter, 2003, p. 372).

In addition to this, previous studies show that organizational commitment is related to individual’s identification and their involvement with the organization (Porter,1974). At this point, commitment is beyond loyalty, it includes a functioning relationship wherein people are happy to give of themselves to add to the organizational growth (Mowday et al., 1979).

Furthermore, this study measured three aspects of organizational commitment including affective commitment, normative commitment and continuance commitment. According to research, affective commitment is mostly used and analyzed among researchers. The results of affective

commitment in previous studied were mostly supported in the study results. Similarly, this study was mainly based on affective commitment where it also supported the results of affective commitment among the other three aspects of commitment.

2.3.2 Affective commitment:

Affective commitment has been described as the employees' emotional bond to, identification with, and collaboration in the organization. (Allen & Meyer 1990; Meyer & Allen 1991, 1997). Meyer and Allen (1991) recommended that anything that expands the nature of one's work experience, particularly one's feeling of self-governance and individual skill, will build affective commitment. They also believe that it is related to the extent to which employees are emotionally attached and involved with their workplace.

It exists when representatives want to stay with the association because they need to (Allen & Meyer, 1996).

Berry (2010) indicates "affective commitment as the personal desire of an individual to remain with an organization". The affective commitment has been known as the psychological commitment to the organization (Gregersen & Black, 1992; Mayer & Schoorman, 1992; McGee &Ford, 1987).

Individuals, who are committed on an affective bases will keep on working for the association since they need to be connected to their organizations (Meyer&Allen,1997). They also see their own work relationship as identical to the objectives and values of the organization (Beck&Wilson,2000).

Porter et al. (1979) pointed that affective commitment is "the relative strength of an individual's identification with and involvement in a particular organization".

Allen (1997) emphasizes that affective commitment is affected by factors like work challenge, task and clarity, and goal difficulty, managements' receptiveness, peer unity, equity, personal significance, feedback and dependability.

2.3.3 Continuance commitment

Meyer and Allen (1997) consider continuance commitment as "awareness of the costs associated with leaving the organization". They also pointed out that "employees whose primary link to the organization is based on continuance commitment remain because they need to do so".

Continues commitment comes from an employees' evaluation of the expenses and benefits of staying with or leaving the organization. It is characterized as commitment because of the costs the employee might have from leaving the work. It exists when representatives stay with the association since leaving it would bring about an unsuitable loss, so it is a requirement for committed workers (Allen &Meyer, 1996).

Berry (2010) identifies "continuance commitment as a need to remain with an organization composed of two factors: perceived psychological investments and perceived limited alternatives".

According to Kanter (1968), continuance commitment as "cognitive – continuance commitment is that which occurs when there is a profit associated with continued participation and a cost associated with leaving".

This type of commitment should increase in the long term as individuals gather individual speculations or side-wagers (e.g., status rights; benefits) that would be in danger if the relationship ended (Becker 1960).

2.3.4 Normative commitment;

Meyer and Allen (1997), consider that normative commitment is “a feeling of obligation to continue employment”. They also see that “employees with normative commitment feel that they ought to remain with the organization”.

It is characterized as commitment due to the employees’ attachment to the organization.it exists when workers feel like they need to stay with the association (Allen and Meyer, 1996), so it very well may be viewed as a commitment.

Berry (2010) categorizes “normative commitment as the moral obligation or social pressure an individual perceives to remain with the organization”.

2.3.5 The factors that influence commitment:

According to Aydogdu and Asikgil (2011), that there are factors that have a direct influence on organizational commitment.

1-Personal factors: personal factors involve variables such as gender, age, educational level, race and personality traits (Aydogdu&Asikgil,2011).

2-Role related factors: role related factors involve variables such as role ambiguity and role conflict that are negatively correlated with organizational commitment (Aydogdu&Asikgil,2011).

3-Work experiences: with work experience variables, there shows a strong relationship with affective commitment (Aydogdu&Asikgil,2011).

4-Cultural factors: cultures heavily affect managements’ concepts and practices (Randall &O’Driscoll ,1997).

2.3.6 Commitment consequences:

Employee commitment has positive influence on both individuals and organizations (Mowday, Porter, & Steers, 1982; Simon, 1976; Stevens, Beyer, & Trice, 1978).

Employee side:

On the individual factor, commitment effects their turnovers and performance behaviors (Reichers, 1985). Committed employees experience high career satisfaction (Romzek,1989) as well as employee loyalty (Whyte, 1956). Researchers have shown that committed representatives can support high psychological contribution in both their work associations and their families (Barto-lome & Evans, 1979; Romzek, 1985).

The workers having elevated level of commitment tend to have exclusive standards to perform and attempt to accomplish their goals by performing sufficiently (Meyer et al., 2002).

Organizational side:

Organizations need highly committed employees in order to accomplish their objectives in a very efficient and effective way. Organizational commitment includes employees' psychological state that makes them more faithful to their work and their association (Judeh,2011).

The organizational commitment directly affects Its performance. The associations that motivate and urge their workers to be involved have a solid connections framework, and believe that recognitions and compensation will retain committed employees which eventually leads to organizational performance improvement (Khan et al., 2010).

2.4 Turnover

2.4.1 Definition:

Employees turnover is the most examined phenomenon (Shaw,1998). It is a continues problem in most organizations (Abbasi &Hollman,2000; Price,1989; Staw,1980).

Turnover is the revolving of laborers around the work market, between firms, positions and occupations, and between the conditions of employment and unemployment (Abassi ,2000).

The word “turnover" is characterized by Price (1977) as the proportion of the quantity of individuals who have left during the period being viewed as divided by the average number of individuals in that association during the period. As often as possible, managers allude to turnover as the whole cycle related with filling an opportunity. Each time a position is available, either voluntary or involuntarily, another new worker should be employed, trained and prepared. This substitution cycle is known as turnover (Woods,1995).

Representative turnover affects worker productivity that impacts business finances in a negative manner (Kacmar et al.2006). In addition to this, Abbasi and Hollman (2000), venture to such an extreme as to express that turnover seems to be “one of the most significant causes of declining productivity and sagging morale in both the public and private sectors".

Worker turnover is both problematic and costly to businesses, including expanded direct and indirect costs (Batt et al., 2014; French, 2014; Kacmar et al., 2006; Ryan et al., 2011). It is the thing that managers and supervisors aim to stop as employees’ real turnover would create broad cost to both the individual and the association (Karatepe &Ngeche, 2012; T. W. Lee et al., 2004). Actual turnover has appeared to be particularly the aftereffect of turnover intention (Harrison et al., 2006). Turnover intention is the foreteller of an actual turnover (Mobley, Horner, & Hollingsworth, 1978).

For this, as Mobley (1997) mentioned “Turnover intention is the process of leaving a current job”. Turnover intention is characterized as the mediating factor between behaviors influencing intent to quit and really quitting an association (Glissmeyer et al.,2008). Also, it is defined as the peoples’ desire to leave an organization, which also causes a major problem regarding the loss of talented employees and high cost terms (Cascio,1991; Tett & Meyer,1993).

Both Tett and Meyer (1993, p.262), define turnover as “the last in sequence of withdrawal conditions, a set to which thinking of quitting and intent to search for alternative employment also belong”. In their point of view, turnover intention has both positive and negative angles, relying upon one’s perspective. From the employee viewpoint, turnover is viewed as a positive factor since it can prompt a superior work, while from the employer viewpoint, in most of the cases, turnover is a colossal loss and damage.

2.4.2 Types:

Desirable versus undesirable turnover:

Desirable: Turnovers occur when the employee lacks the skills to attain a work which drop his or her performance (Iqbal et al.,2014).

Undesirable: Occurs due to conflict inside the organization such as deficient management, lack of management and peers support and role conflict, and by this, the organization loses valuable employees (Iqbal et al.,2014).

Voluntary versus Involuntary:

Voluntary*:* Takes place when the employee terminates the employment relationship voluntarily. It is a kind of turnover where an employee takes a decision to leave his work in the organization (Shaw et al.,2002). It happens due to (a) low wages and advantages, (b) absence of preparing and training the employee, (c) self-governance, (d) open positions, (e) absence of support from the

executives, (f) and horrible working conditions (Batt et al., 2014; Royle, 2005; Ryan, Ghazali, and Mohsin, 2011).

***Involuntary**:* Is the point at which the choice of leaving is made by the organization and not simply by the worker. It is when the employer takes the decision of laying off an employee (Shaw, Gupta, &Dlery,2002).

2.4.3 Factors of turnover intention:

There are two main reasons for an employee to leave a job, which are job satisfaction and job stressors (Moore,2002).

On the other hand, according to Tuttle (1986), he discussed several factors that lead to employee turnover such as:

1-External factors: external factors cover union presence, employment perception and unemployment rate (Tuttle,1986).

2-Work related factors: work related factors cover factors like pay, task repetitions, job performance, pay satisfaction or satisfaction with wage, satisfaction with promotions, commitment and overall job (Cotton &Tuttlt,1986; Kroff et al.2015).

3-Personal factors: personal factors cover factors like age, education, marital status, intelligence, abilities and many more (Cotton & Tuttle,1986).

2.4.4 Ways to reduce turnover

There are several ways to reduce turnovers levels. Those methods include hiring the right person at the right place, offering the right amount of compensation, benefits and rewards and keeping the employee updated with changes. Also, filling employees personal needs to be more satisfied, encouraging employees' interaction at the workplace and giving them positive feedback and recommendations when the employee accomplishes the required tasks. In addition to this, the

employer must work on developing the employees' career path and succession planning (EpiioB., 2012).

2.5 Gender differences with respect to attitudes

Considering the expanding representation of ladies in organizations, contemplating sex contrasts turns into a vital agenda. This is particularly evident given that the writing shows that males and females may have uncommon mental and psychological outlooks that can have various management's implications (Betz et al., 1989). One such significant area of study is "individual qualities". On the significance of values Spranger (1928), for instance, contended that the characters of people can best be controlled by their values. The values that an individual has, like those identified with equality, loyalty and sympathy, among different values, have been proposed to direct one's choices and activities (England, 1967).

Sexual orientation had been oftentimes analyzed as a historical factor in the work satisfaction studies (Crossman &Harris, 2006; Hagerdorn, 1996; Ma & MacMillan, 1999; Poole, 1992). The paradox of gender/job satisfaction (Kaiser, 2002) alludes to the way that women report higher occupational satisfaction than men in spite of a disadvantage positions in the market in terms of profit, recruitment, dismissals, promotions and opportunities in certain nations of the world. Regarding the job satisfaction and gender differences, several studies were conducted with respect to gender and job satisfaction, however the result of these investigations are conflicting (Oshagbemi, 2000).

Some researchers found that women are more fulfilled than men; others found that men are more fulfilled; and most investigations announced that there are no huge contrasts among people corresponding to job satisfaction (Oshagbemi, 2000). For example, a few examinations (Clark's, 1997; Sloane & Williams,2000) found that in spite of the fact that ladies' procuring is lower and

opportunity for advancement is lower when contrasted with men's, they are more fulfilled and satisfied, and this could be because of their lower expectations.

For organizational commitment and gender differences authors have different perspectives regarding this subject.

For example, authors like, Aranya et al., (1986) and McCue &Wright, (1996) found that men are more dedicated to their association than ladies. And it was clearly developed by Greenhaus and Beutell, (1985) that contend that ladies are commonly expected to satisfy family requests and when they face conflict among family and their association, less obligation to their association is presented than men.

On the other hand, Matthieu and Zajec, (1990) in the study they did, they discovered that females tend to be more committed to their organization rather than males.

Regarding the turnover, and in most of the situations, females' employees might have lower positions, lower salaries, lower levels of support and higher working loads than males' employees and this results in lady's dissatisfaction and respectively it will result in higher turnover levels (August&Waltman, 2004).

CHAPTER THREE

HYPOTHESES DEVELOPMENT AND THEORIES

3.1 Theoretical Framework:

The study presents several relationships and hypotheses to be addressed. These hypotheses result from both the literature review and theoretical frameworks:

This paper draws upon two theories, Job-Demand-Resources and the Affective events theory. This section starts with, Job Demands–Resources (JD–R). As indicated by the JD–R model, a fun environment is a "replenisher" of psychological resources (Bakker, Demerouti, & Schaufeli,2003).

Findings have indicated that workplace fun has a deep influence on both employees and organizations (Tsaur et al.,2019; Owler et al.,2010). For employees, the theory has indicated that fun at workplace tends to enhance employee's job satisfaction (Karl, & Peluchette,2006) as well as commitment (McDowell,2004). At the same time, it also decreases absenteeism, which eventually results in reducing their intention to leave (Cho et al., 2009; Tews et al., 2012; Ford et al.,2003).

In the first place, fun may address a positive job resource, in accordance with the job demand-resources theory, which recommends that more job resources lead to less job demand and more representatives' well-being. Fun might be a resource for certain employees, especially in the hospitality industry since it enhances social relationships that offer social help to overcome the pressure of work and empowers people to draw in themselves in their work and be more beneficial (Demerouti et al., 2001).

Second, fun may fill in as an individual recovery system and by this, it encourages sustained effort (Sonnentag, 2003). Fun may permit workers to take some time off from their tasks and

responsibilities, to get recharged and consequently be more drawn in and engaged when on assignment. At long last, with regards to fun activities, fun could enable goal accomplishment (Murphy, Dacin, & Ford, 2004).

Furthermore, another theory that will support relationships and hypotheses is known to be Affective events theory.

With respect to the Affective events theory, events that employees experience at work are known by "causes "that directly influence their attitudes and behaviors (Weiss & Cropanzano, 1996). That's why, when individuals experience more positive events it will result in higher levels of positive emotions (Conway & Briner, 2002).

Another theory would be the Three Component Model.

Meyer and Allen (1991) developed a "Three Component Model of Commitment ". By this, they divided commitment into 3 categories: affective commitment (employees' emotional attachment), continuance commitment (aware of leaving costs) and normative commitment (feeling of obligation).

Committed workers are prepared to go beyond the minimum requirements of their duties and are more likely to stay in their organizations, rather than uncommitted employees. Researchers in this area and referring to "The Three Component Model" show that turnover and organizational commitment are negatively related (Meyer & Allen, 1991).

3.2 Relationships

1-Relationship between Workplace fun and Job satisfaction:

Peluchette and Karl (2005) set up that fun was positively related with work satisfaction with an example of medical care representatives. Employees are more fulfilled when they are enjoying their work and when they work in an entertaining and fun environment. Consequently, having some fun and good times will result in high levels of employees' satisfaction (Karl&Peluchette, 2006).

H1: There is a positive relationship between workplace fun and employees' job satisfaction.

2-Relationship between Workplace Fun and Commitment:

Meyer (2002), States that fun activities and manager support should result in greater levels of affective commitment. According to Tews (2012), he also pointed out that work place fun directly affects employees' commitment and Pryor (2010) found that commitment and workplace fun are related positively.

H2: There is a positive relationship between workplace fun and employees' affective commitment.

3-Relationship between Workplace Fun and Turnover:

Karl (2008) found that fun is related with turnover, where a negative relationship was found between experienced fun and turnover expectations among employees. Fun is additionally thought to help decrease turnover since it might make up for employment conditions that might not be that favorable in the workplace (Hinkin &Tracey,2000).

Research has additionally explained that fun is identified with attracting employees in the associations and lowering turnover expectations (Karl et al., 2008; McDowell, 2004).

H3: There is a negative relationship between workplace fun and employees' turnover.

4-Relationship between Workplace Fun and Gender:

According to Karl and Harland (2005) and with respect to the research they did, they noted that males and females have various perspectives towards workplace fun. Likewise, Mehta (2014) also sees that women and men vary in their attitudes and perceptions with regard to fun at work. Subsequently, it is shown that males and females vary in their demeanor concerning working environment fun (Mehta,2014). A study by Cook (2009) has shown that gender differences in workplace fun perceptions have implications for attitudes and behaviors at work. Accordingly, the behaviors and attitudes as a consequence of workplace fun may not be consistent across gender. Therefore, it is expected that the relationship between workplace fun and the dependent variables investigated in this study may differ according to gender.

H4: The relationship between workplace fun, job satisfaction, affective commitment, and turnover differ across males and females.

CHAPTER FOUR

RESEARCH METHODOLOGY AND ANALYSIS

Procedures and methodology

This section is intended to present the methods utilized for this research and the techniques applied. The data collection method will be clarified as will the number of populations of the study, instrumentations utilized, data analysis as well as conceptual framework.

4.1 Construct Operationalization:

The nature of this investigation is quantitative research, where a self-administrated was utilized to measure the relation between the chosen variables for this paper. The questionnaires incorporate structured scales with demonstrated reliability and validity in past studies.

The construction and distribution of this survey were selected as the method of this study as they are known to be a fast-moving way of collecting data as well as being an inexpensive method. The survey was developed as a soft-copy format, where they were constructed in using Google forms for data collection and testing.

This study was conducted on Lebanese individuals who work in different sectors.

The reason for choosing these members as the study sample was due to the fact that there are very limited studies that have been made about the effect of creating workplace fun on employees' job satisfaction, commitment and turnover.

The survey was voluntary, where the employees had the option to proceed or to quit. The survey consisted of 34 close-ended questions for the participants. It was divided into seven sections: Consent form, demographics, workplace fun, job satisfaction, organizational commitment and turnover. Consent was the first section to participate in the survey where participants were given

the option to agree on doing it or not. The following demographics section was required to be filled by the participants, where it was made of general demographic questions such as: age, educational level, years of experience, gender and organizational level and size. The third section investigated the effect of workplace fun in the organization. The fourth section was based on measuring the level of employees' turnover within their jobs.

The fifth section measures employees' level of job satisfaction in the workplace. The sixth section aimed to measure the different levels of commitment. Three types of commitment were measured, which were affective commitment, continuance commitment, and normative commitment.

The last page displayed a thank you note for the employees who participated in the study.

Section one: Consent

This research is completely confidential and voluntary. As such, it takes into consideration ethical aspects such as providing an informed consent form for the participants and respecting their privacy. The survey includes a paragraph describing the purpose of the research and includes statements to insure the confidentiality of the participants. The participants have the option to enter or quit the survey.

Section two: Demographics

This section required the employees to fill 6 questions in order to obtain information about their gender, age, educational level, years of experience and organizational level and size.

Sections three: Workplace Fun

The third section consists of 5 questions to measure workplace fun. It was introduced with: The questions in this section aim to measure the level of workplace fun in ones' job position. The

workplace fun questionnaire is measured at a 5-point scale where (1= strongly disagree, 5=strongly agree).

Section four: Turnover

The section consists of 5 questions to measure turnover. It was introduced with: The questions in this section aim to measure the level of turnover in ones' job position. The turnover questionnaire is measured at a 5-point scale where (1= strongly disagree, 5=strongly agree).

Section five: Job Satisfaction

This section consists of 3 questions to measure job satisfaction. This section was also introduced with: The questions in this section aim to measure ones' level of job satisfaction at the workplace. The job satisfaction questionnaire is measured at a 5-point scale where (1= strongly disagree, 5=strongly agree).

Section six: Organizational Commitment

Like the previous sections, this section was also introduced with "The questions in the following sections aim to measure the level of commitments towards one's job. It was divided into three parts, in order to assess and analyze the three different levels of an employee's commitment. The types of commitment selected for this study were affective commitment, continuance commitment and normative commitment. The first part of the section contains 6 questions to measure the level of "Affective commitment" of the employee. The second part consists of also 6 questions to measure the levels of ''Continuous commitment''. Lastly, 5 questions were listed, in order to test the level of "Normative commitment" of the employee.

Section seven: Thank you note.

The last section of the survey contained a thank you note saying “Thank you for participating in helping me in this survey!” for the employees who participated in the study.

4.2 Scale Development

Workplace fun scale development:

The original scale for workplace fun was developed by Karl, Peluchette and Harland (2007) which consists of 5-items questionnaires to measure. These 5-items are measured on a 5-point scale ranging from 1 (strongly disagree) to 5 (strongly agree). The workplace fun survey is very well known for both its validity and reliability. Authors like Choi, Kwon and Kim (2013) had demonstrated the validity of this scale.

Turnover scale development:

The original scale for turnover was developed by Donnelly, Quirin and O’Bryan (2003) which consists of 3-items questionnaires to measure. These 3-items are measured on a 5-point scale ranging from 1 (strongly disagree) to 5 (strongly agree). The turnover survey is very well known for both its validity and reliability. Authors like Anugerah, Anita, Sari, Abdallah and Iskandar (2016) demonstrated the validity of this scale.

Job satisfaction scale development:

The original scale for job satisfaction was developed by Edward and Roth-bard’s (1999) which consists of 3-items questionnaires to measure. These 3-items are measured on a 5-point scale ranging from 1 (strongly disagree) to 5 (strongly agree). The job satisfaction survey has been known for its both validity and reliability. Authors like Tae-Yeol Kim, Xiao-Wan Lin, Kwok Leung (2013) had demonstrated the validity of such scale.

Commitment scale development:

The original scale for commitment was developed by Meyer, Allen and Smith (1993) which consists of 18-items questionnaires. This scale is classified into three categories: a) affective commitment, b) continuance commitment, and c) normative commitment. The first two categories are made up of 6 questions each while the last is made up of 5 questions, and all are measured on a 5-point scale ranging from 1 (strongly disagree) to 5 (strongly agree). The commitment survey is very well known for both its validity and reliability. Authors like Wasti (2003), Judeh (2011) and Somers (2009) had demonstrated the validity of this scale.

4.3 Objectives and Hypotheses:

The objectives of this study were to:

1- Analyze the effect of creating workplace fun on employees' level of job satisfaction, commitment and turnover.

2- Test the hypothesis derived from the theoretical framework of this paper.

Hypotheses:

H1: There is a positive relationship between workplace fun and employees' job satisfaction.

H2: There is a positive relationship between workplace fun and employees' affective commitment.

H3: There is a negative relationship between workplace fun and employees' turnover.

H4: The relationship between workplace fun, job satisfaction, affective commitment, and turnover differ across males and females.

Data Collection:

The data for this thesis is to be collected by inviting employees working in Lebanon to participate in the study by filling the survey. The intention of this study is to develop a structural

equation causal model to better reflect the effect of workplace fun on employees' job satisfaction, commitment and turnover intentions.

4.4 Conceptual Framework for Data Analysis:

SPSS and other statistical techniques will be used to test the hypothesis and answer the questions that were modeled in chapter one as follows:

1. Tabular and graphical representation of data will be used in determining the major characteristics of the selected sample for the study.

2. The validity and reliability of the instrument (Questionnaire) will be tested using Factor Analysis and reliability coefficients.

3. Relations between variables will be tested using Chi-square test.

4. Multiple regression analysis will be used in decomposing the relation between variables in the hypothetical model that was diagrammed in chapter two into direct and in direct effects.

5. Fisher's Z-Test was utilized in order to study if there is a difference in attitudes for gender toward workplace fun.

CHAPTER FIVE

DATA ANALYSIS

Demographic Variables

Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Female	152	60.6	60.6	61.0
Male	98	39.0	39.0	100.0
Total	250	100.0	100.0	

Referring to the above table, 152 respondents which answered the questionnaires are females while only 98 respondents are males

Age

	Frequency	Percent	Valid Percent	Cumulative Percent
25-39	93	37.1	37.1	37.5
40-54	21	8.4	8.4	45.8
55-75	3	1.2	1.2	47.0
below 25	133	53.0	53.0	100.0

Total	251	100.0	100.0	

The results revealed that 93 respondents fall in the age of 25 years old and 39 years old, while 21 respondents falls in the age range of 40 years and 54 years, while only 3 respondents fall in the age range of 55 years and 75 years and 133 respondents are below 25 years old.

Educational level

	Frequency	Percent	Valid Percent	Cumulative Percent
BS/BA	156	62.2	62.2	62.5
Doctorate	2	.8	.8	63.3
Masters	78	31.1	31.1	94.4
Other	14	5.6	5.6	100.0
Total	250	100.0	100.0	

Referring to the above table, 156 respondents are holding BS/BA degree, and 2 respondents are holding a Doctorate Degree, while 78 respondents are holding a Masters' Degree while 14 respondents are holding other degrees.

Years of experience

	Frequency	Percent	Valid Percent	Cumulative Percent
1-5	163	64.9	64.9	67.3
6-10	29	11.6	11.6	78.9
other	18	7.2	7.2	86.1
over10	35	13.9	13.9	100.0
Total	250	100.0	100.0	

Preference to the above table, 163 respondents which answered the questionnaires have between 1 year and 5 years of experience, and 29 of the respondents have between 6 to 10 years of experience. Furthermore, 18 respondents have below than 10 years of experience, and 35 respondents have over 10 years of experience.

Organizational level

	Frequency	Percent	Valid Percent	Cumulative Percent
Middle Management	60	23.9	23.9	26.3
Non-managerial	98	39.0	39.0	65.3
Operational Management	46	18.3	18.3	83.7
Senior Management	41	16.3	16.3	100.0
Total	250	100.0	100.0	

Referring to the above table, 60 respondents replied that they are in the position of the middle management, and 98 respondents are holding non-managerial positions, while 46 respondents are holding operational management positions and 41 respondents are holding senior management positions.

Size of Organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Large size (over 1000 emp)	48	19.1	19.1	21.5
Medium size (201 - 1000 emp)	83	33.1	33.1	54.6
Small size (1-200 emp)	114	45.4	45.4	100.0

Total	251	100.0	100.0	

Referring to the above table, 48 respondents work in large size companies which contains more than 1000 employee, while 83 respondents work in medium sized companies and 114 respondents work in small size companies which contains between 1 to 200 employees in the workplace

Validity and Reliability Statistics

Component Matrix[a]

	Component
	1
Work Place Fun Average	.704
Turnover Average	.881
Job Satisfaction Average	.905
Commitment Average	.825

The above table represents the validity and reliability analysis for the four addressed research variables which are workplace fun, turnover, job satisfaction and commitment.

The rule of thumb which states the following:

- If the Cronbach Alpha is below than 0.5, then the data collected is not valid nor reliable
- If the Cronbach Alpha is between 0.5 and 0.7, then the data collected is valid but contains some bias

- If the Cronbach Alpha is above 0.7, then the collected data is valid and reliable and ready for statistical analysis.

The Cronbach Alpha indicated for all variables is above 0.7, scoring 0.704 for workplace fun, 0.881 for turnover, 0.905 for job satisfaction and 0.825 for commitment.

Descriptive Statistics

The following section will address the descriptive statistics for the research variables. The N represents the number of samples which answered the questionnaires, as for the Minimum and Maximum represents the scale used in the research 1 representing Strongly Disagree and 5 representing Strongly Agree, as for the mean it represents the average responses. This section will include six different tables for descriptive statistics.

Workplace Fun Descriptive Statistics

AVERAGE	
Mean	3.0992
Standard Error	0.056320916
Median	3
Mode	3
Standard Deviation	0.890511878
Sample Variance	0.793011406
Kurtosis	-0.284790469
Skewness	0.02733363
Range	4
Minimum	1

Maximum	5
Sum	774.8
Count	250

The above table analyzes the descriptive statistics related to the workplace fun variable. As it can be noted the respondents scored a mean of 3.0992 over this variable which falls into the neutral category under the Likert Scale. As for the N it scored 250 which is the total number of respondents which answered the questionnaires. The minimum and maximum is between 1 (Strongly disagree) and 5 (Strongly Agree). It means that the average of the respondents scored neutral which means that they are feeling neutral in the workplace.

Turnover Descriptive Statistics

AVERAGE	
Mean	3.164
Standard Error	0.072373
Median	3
Mode	3
Standard Deviation	1.144313
Sample Variance	1.309453

Kurtosis	-0.93116
Skewness	0.127078
Range	4
Minimum	1
Maximum	5
Sum	791
Count	250

The above table analyzes the descriptive statistics related to the turnover variable. As it can be noted the respondents scored a mean of 3.164 over this variable which falls into the neutral category under the Likert Scale. As for the N it scored 250 which is the total number of respondents which answered the questionnaires. The minimum and maximum is between 1 (Strongly disagree) and 5 (Strongly Agree). It means that the average of the respondents scored neutral which means that they are feeling neutral in the workplace regarding resignation from the organization they are working in.

Job Satisfaction Descriptive Statistics

AVERAGE	
Mean	3.458667
Standard Error	0.064332
Median	3.666667
Mode	4

Standard Deviation	1.017179
Sample Variance	1.034652
Kurtosis	-0.3294
Skewness	-0.35002
Range	4
Minimum	1
Maximum	5
Sum	864.6667
Count	250

The above table analyzes the descriptive statistics related to the job satisfaction variable. As it can be noted the respondents scored a mean of 3.458 over this variable which falls into the neutral category under the Likert Scale. As for the N it scored 250 which is the total number of respondents which answered the questionnaires. The minimum and maximum is between 1 (Strongly disagree) and 5 (Strongly Agree). It means that the average of the respondents scored neutral which means that they are feeling neutral in the workplace regarding job satisfaction.

Affective Commitment Descriptive Statistics

AVERAGE	
Mean	3.349333
Standard Error	0.053406

Median	3.166667
Mode	3
Standard Deviation	0.844417
Sample Variance	0.713041
Kurtosis	0.575342
Skewness	-0.25585
Range	4
Minimum	1
Maximum	5
Sum	837.3333
Count	250

The above table analyzes the descriptive statistics related to the affective commitment variable. As it can be noted the respondents scored a mean of 3.349 over this variable which falls into the neutral category under the Likert Scale. As for the N it scored 250 which is the total number of respondents which answered the questionnaires. The minimum and maximum is between 1 (Strongly disagree) and 5 (Strongly Agree). It means that the average of the respondents scored neutral which means that they are feeling neutral in the workplace regarding affective commitment.

Continuous commitment Descriptive Statistics

AVERAGE	
Mean	3.516667
Standard Error	0.052872
Median	3.5
Mode	3
Standard Deviation	0.835973
Sample Variance	0.698851
Kurtosis	0.267954
Skewness	-0.27894
Range	3.833333
Minimum	1
Maximum	5
Sum	879.1667
Count	250

The above table analyzes the descriptive statistics related to the continuous commitment variable. As it can be noted the respondents scored a mean of 3.516 over this variable which falls into the neutral category under the Likert Scale. As for the N it scored 250 which is the total number of respondents which answered the questionnaires. The minimum and maximum is between 1 (Strongly disagree) and 5 (Strongly Agree). It means that the average of the respondents scored

neutral which means that they are feeling neutral in the workplace regarding continuous commitment.

Normative commitment Descriptive Statistics

AVERAGE	
Mean	3.3152
Standard Error	0.048237
Median	3.4
Mode	3
Standard Deviation	0.76269
Sample Variance	0.581696
Kurtosis	0.868022
Skewness	-0.81682
Range	3.6
Minimum	1
Maximum	5
Sum	828.8
Count	250

The above table analyzes the descriptive statistics related to the normative commitment variable. As it can be noted the respondents scored a mean of 3.315 over this variable which falls into the neutral category under the Likert Scale. As for the N it scored 250 which is the total number of

respondents which answered the questionnaires. The minimum and maximum is between 1 (Strongly disagree) and 5 (Strongly Agree). It means that the average of the respondents scored neutral which means that they are feeling neutral in the workplace regarding normative commitment.

Regression Analysis One (Workplace fun and Turnover)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.409[a]	.167	.164	1.05913

a. Predictors: (Constant), Work_Place_Fun_Average

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.542	.237		6.500	.000
	Work_Place_Fun_Average	-.522	-.074	-.409	7.077	.000

a. Dependent Variable: Turnover Average

The regression analysis is an inferential statistic test which aims to study the relationship between the dependent and independent variables based on a margin error of 5%. If the P-Value scored a

level lower than 5%, this means that the null hypothesis will be rejected and the alternative hypothesis will be accepted and vice versa.

Furthermore, it can be indicated that the workplace fun variable scored a P-Value of (0.000), T-Test of (7.077), Beta (-0.409).

The following regression equation can be concluded:

Y = A + BX1

Turnover Average = 0.00 +(-0.409) work place fun

The following can be concluded:

- For every one unit increase in workplace fun, the turnover is affected negatively by 0.409 units

It can be noted that the R^2 it scored 16.7% of the variance in the dependent variable is explained by workplace fun which means that 83.3% is unexplained by the model

Regression Two (Workplace fun and Job Satisfaction)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.546[a]	.298	.295	.87128

a. Predictors: (Constant), Work_Place_Fun_Average

Coefficients[a]

Model	Unstandardized Coefficients	Standardized Coefficients	T	Sig.

		B	Std. Error	Beta		
1	(Constant)	1.522	.195		7.802	.000
	Work_Place_Fun_Average	.623	.061	.546	10.274	.002

a. Dependent Variable: Job_Satisfaction_Average

Another regression analysis had been conducted between workplace fun as independent variable and job satisfaction as a dependent variable. It can be indicated that the workplace fun variable scored a P-Value of (0.002), T-Test of (10.274), Beta (0.546).

The following regression equation can be concluded:

Y = A + BX1

Job Satisfaction Average = 0.00 +0.546 work place fun

The following can be concluded:

- For every one unit increase in workplace fun, job satisfaction is affected positively by 0.546 units

It can be noted that the R^2 it scored 29.8% of the variance in the dependent variable is explained by workplace fun which means that 70.2% is unexplained by the model

Regression Three (Workplace fun and Affective Commitment)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.285[a]	.081	.078	.83311

a. Predictors: (Constant), Work_Place_Fun_Average

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.495	.187		13.376	.000
	Work_Place_Fun_Average	.272	.058	.285	4.700	.000

a. Dependent Variable: Affective_Commitment_Average

Another regression analysis had been conducted between workplace fun as independent variable and affective commitment as a dependent variable. It can be indicated that the workplace fun variable scored a P-Value of (0.000), T-Test of (4.700), Beta (0.285).

The following regression equation can be concluded:

Y = A + BX1

Affective Commitment Average = 0.00 +0.285 work place fun

The following can be concluded:

- For every one unit increase in workplace fun, affective commitment is affected positively by 28.5 units

It can be noted that the R^2 it scored 8.1% of the variance in the dependent variable is explained by workplace fun which means that 91.9% is unexplained by the model.

Regression Four (Workplace Fun and Continuous Commitment)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.253[a]	.064	.060	.81038

a. Predictors: (Constant), Work_Place_Fun_Average

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.780	.186		14.953	.000
	Work_Place_Fun_Average	.238	.058	.253	4.120	.000

a. Dependent Variable: Continuous_Commitment_Average

Another regression analysis had been conducted between workplace fun as independent variable and continuous commitment as a dependent variable. It can be indicated that the workplace fun variable scored a P-Value of (0.000), T-Test of (4.120), Beta (0.253).

The following regression equation can be concluded:

$Y = A + BX1$

Continuous Commitment Average = 0.00 +0.253 work place fun

The following can be concluded:

- For every one unit increase in workplace fun, continuous commitment is affected positively by 25.3 units

It can be noted that the R^2 it scored 6.4% of the variance in the dependent variable is explained by workplace fun which means that 93.6% is unexplained by the model

Regression Five (Workplace Fun and Normative Commitment)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.400[a]	.160	.157	.70047

a. Predictors: (Constant), Work_Place_Fun_Average

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.254	.161		14.024	.000
	Work_Place_Fun_Average	.342	.050	.400	6.870	.000

a. Dependent Variable: Normative_Commitment_Average

Another regression analysis had been conducted between workplace fun as independent variable and normative commitment as a dependent variable. It can be indicated that the workplace fun variable scored a P-Value of (0.000), T-Test of (6.870), Beta (0.400).

The following regression equation can be concluded:

Y = A + BX1

Normative Commitment = 0.00 +0.400 work place fun

The following can be concluded:

- For every one unit increase in workplace fun, normative commitment is affected positively by 40 units

It can be noted that the R^2 it scored 16% of the variance in the dependent variable is explained by workplace fun which means that 84% is unexplained by the model

Regression Six (Workplace fun and Turnover after splitting data)

Female

Model Summary[a]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.397[b]	.157	.152	1.09009

a. Gender = Female

b. Predictors: (Constant), Work_Place_Fun_Average

Coefficients[a,b]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.446	.327		4.428	.000
	Work_Place_Fun_Average	.533	.101	.397	5.291	.000

a. Gender = Female

b. Dependent Variable: Turnover_Average

Another regression analysis had been conducted between workplace fun as independent variable and turnover as a dependent variable for females. It can be indicated that the workplace fun variable scored a P-Value of (0.000), T-Test of (5.291), Beta (0.397).

The following regression equation can be concluded:

Y = A + BX1

Turnover = 0.00 +0.397 work place fun

The following can be concluded:

- For every one unit increase in workplace fun, turnover is affected positively by 39.7 units

It can be noted that the R^2 it scored 15% of the variance in the dependent variable is explained by workplace fun which means that 85% is unexplained by the model.

Male

Model Summary[a]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate

1	.437[b]	.191	.183	1.01402

a. Gender = Male

b. Predictors: (Constant), Work_Place_Fun_Average

Coefficients[a,b]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.654	.342		4.840	.000
	Work_Place_Fun_Average	.514	.107	.437	4.787	.000

a. Gender = Male

b. Dependent Variable: Turnover_Average

Another regression analysis had been conducted between workplace fun as independent variable and turnover as a dependent variable for males. It can be indicated that the workplace fun variable scored a P-Value of (0.000), T-Test of (4.787), Beta (0.437).

The following regression equation can be concluded:

Y = A + BX1

Turnover = 0.00 +0.437 work place fun

The following can be concluded:

- For every one unit increase in workplace fun, turnover is affected positively by 43.7 units

It can be noted that the R^2 it scored 19.1% of the variance in the dependent variable is explained by workplace fun which means that 80.9% is unexplained by the model.

Regression Seven Workplace fun and Job Satisfaction

Female

Model Summary[a]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.526[b]	.277	.272	.84819

a. Gender = Female

b. Predictors: (Constant), Work_Place_Fun_Average

Coefficients[a,b]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.577	.254		6.204	.000
	Work_Place_Fun_Average	.595	.078	.526	7.584	.000

a. Gender = Female

b. Dependent Variable: Job_Satisfaction_Average

Another regression analysis had been conducted between workplace fun as independent variable and job satisfaction as a dependent variable for females. It can be indicated that the workplace fun variable scored a P-Value of (0.000), T-Test of (7.584), Beta (0.526).

The following regression equation can be concluded:

Y = A + BX1

Job Satisfaction = 0.00 +0.526 work place fun

The following can be concluded:

- For every one unit increase in workplace fun, job satisfaction is affected positively by 52.6 units

It can be noted that the R^2 it scored 27.7% of the variance in the dependent variable is explained by workplace fun which means that 72.3% is unexplained by the model

Male

Model Summary[a]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.573[b]	.328	.321	.91077

a. Gender = Male

b. Predictors: (Constant), Work_Place_Fun_Average

Coefficients[a,b]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		

1	(Constant)	1.447	.307		4.714	.000
	Work_Place_Fun_Average	.664	.096	.573	6.886	.000

a. Gender = Male

b. Dependent Variable: Job_Satisfaction_Average

Another regression analysis had been conducted between workplace fun as independent variable and job satisfaction as a dependent variable for males. It can be indicated that the workplace fun variable scored a P-Value of (0.000), T-Test of (6.886), Beta (0.573).

The following regression equation can be concluded:

Y = A + BX1

Job Satisfaction = 0.00 +0.573 work place fun

The following can be concluded:

- For every one unit increase in workplace fun, job satisfaction is affected positively by 57.3 units

It can be noted that the R^2 it scored 32.8% of the variance in the dependent variable is explained by workplace fun which means that 67.2% is unexplained by the model

Regression Eight Workplace fun and affective commitment

Female

Model Summary[a]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.269[b]	.072	.066	.80325

a. Gender = Female

b. Predictors: (Constant), Work_Place_Fun_Average

Coefficients[a,b]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.592	.241		10.769	.000
	Work_Place_Fun_Average	.254	.074	.269	3.424	.001

a. Gender = Female

b. Dependent Variable: Affective_Commitment_Average

Another regression analysis had been conducted between workplace fun as independent variable and affective commitment as a dependent variable for males. It can be indicated that the workplace fun variable scored a P-Value of (0.001), T-Test of (3.424), Beta (0.269).

The following regression equation can be concluded:

Y = A + BX1

Affective Commitment = 0.00 +0.269 work place fun

The following can be concluded:

- For every one unit increase in workplace fun, affective commitment is affected positively by 26.9 units

It can be noted that the R^2 it scored 7.2% of the variance in the dependent variable is explained by workplace fun which means that 92.8% is unexplained by the model

Male

Model Summary[a]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.302[b]	.091	.082	.88141

a. Gender = Male

b. Predictors: (Constant), Work_Place_Fun_Average

Coefficients[a,b]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.378	.297		8.004	.000
	Work_Place_Fun_Average	.291	.093	.302	3.116	.002

a. Gender = Male

b. Dependent Variable: Affective_Commitment_Average

Another regression analysis had been conducted between workplace fun as independent variable and affective commitment as a dependent variable for females. It can be indicated that the workplace fun variable scored a P-Value of (0.002), T-Test of (3.116), Beta (0.302).

The following regression equation can be concluded:

Y = A + BX1

Affective Commitment = 0.00 +0.302 work place fun

The following can be concluded:

- For every one unit increase in workplace fun, affective commitment is affected positively by 30.2 units

It can be noted that the R^2 it scored 9.1% of the variance in the dependent variable is explained by workplace fun which means that 90.9% is unexplained by the model

Regression Nine: Workplace fun and continuous commitment

Female

Model Summary[a]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.302[b]	.091	.085	.76939

a. Gender = Female

b. Predictors: (Constant), Work_Place_Fun_Average

Coefficients[a,b]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.693	.231		11.683	.000
	Work_Place_Fun_Average	.276	.071	.302	3.879	.000

a. Gender = Female

b. Dependent Variable: Continuous_Commitment_Average

Another regression analysis had been conducted between workplace fun as independent variable and continuous commitment as a dependent variable for females. It can be indicated that the workplace fun variable scored a P-Value of (0.000), T-Test of (3.879), Beta (0.302).

The following regression equation can be concluded:

Y = A + BX1

Continuous Commitment = 0.00 +0.302 work place fun

The following can be concluded:

- For every one unit increase in workplace fun, continuous commitment is affected positively by 30.2 units

It can be noted that the R^2 it scored 9.1% of the variance in the dependent variable is explained by workplace fun which means that 90.9% is unexplained by the model

Male

Model Summary[a]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.184[b]	.034	.024	.87327

a. Gender = Male

b. Predictors: (Constant), Work_Place_Fun_Average

Coefficients[a,b]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.910	.312		9.338	.000
	Work_Place_Fun_Average	.179	.097	.184	1.836	.069

a. Gender = Male

b. Dependent Variable: Continuous_Commitment_Average

This regression is not significant

Regression Ten: Workplace fun and normative commitment

Female

Model Summary[a]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.431[b]	.186	.180	.65205

a. Gender = Female

b. Predictors: (Constant), Work_Place_Fun_Average

Coefficients[a,b]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.251	.195		11.525	.000
	Work_Place_Fun_Average	.353	.060	.431	5.849	.000

a. Gender = Female

b. Dependent Variable: Normative_Commitment_Average

Another regression analysis had been conducted between workplace fun as independent variable and normative commitment as a dependent variable for females. It can be indicated that the workplace fun variable scored a P-Value of (0.000), T-Test of (5.849), Beta (0.431).

The following regression equation can be concluded:

Y = A + BX1

Normative Commitment = 0.00 +0.431 work place fun

The following can be concluded:

- For every one unit increase in workplace fun, normative commitment is affected positively by 43.1 units

It can be noted that the R^2 it scored 18.6% of the variance in the dependent variable is explained by workplace fun which means that 81.4% is unexplained by the model

Male

Model Summary[a]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.358[b]	.129	.119	.77415

a. Gender = Male

b. Predictors: (Constant), Work_Place_Fun_Average

Coefficients[a,b]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.262	.276		8.188	.000
	Work_Place_Fun_Average	.325	.086	.358	3.762	.000

a. Gender = Male

b. Dependent Variable: Normative_Commitment_Average

Another regression analysis had been conducted between workplace fun as independent variable and normative commitment as a dependent variable for males. It can be indicated that the workplace fun variable scored a P-Value of (0.000), T-Test of (3.762), Beta (0.358).

The following regression equation can be concluded:

Y = A + BX1

Normative Commitment = 0.00 +0.358 work place fun

The following can be concluded:

- For every one unit increase in workplace fun, normative commitment is affected positively by 35.8 units

It can be noted that the R^2 it scored 12.9% of the variance in the dependent variable is explained by workplace fun which means that 87.1% is unexplained by the model

Thus, the following hypothesis can be validated:

H1: There is a positive relationship between workplace fun and employees' job satisfaction is accepted

H2: There is a positive relationship between workplace fun and employees' commitment is accepted.

H3: There is a negative relationship between workplace fun and employee's turnover is accepted.

Pearson Correlations

Correlations

	Work Place Fun Average	Turnover Average	Job Satisfaction Average	Commitment Average
Pearson Correlation	1	-.409**	.546**	.432**

Work Place Fun Average	Sig. (2-tailed)		.000	.000	.000
	N	250	250	250	250
Turnover Average	Pearson Correlation	-.409**	1	.790**	.646**
	Sig. (2-tailed)	.000		.000	.000
	N	250	250	250	250
Job Satisfaction Average	Pearson Correlation	.546**	.790**	1	.639**
	Sig. (2-tailed)	.000	.000		.000
	N	250	250	250	250
Commitment Average	Pearson Correlation	.432**	.646**	.639**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	250	250	250	250

Referring to the above Pearson Correlations test, the following results can be interpreted:

- There is an inverse significant relationship between workplace fun and turnover since it indicated a Pearson Coefficient of -0.409. [r=-.409, n=250, p <0.001]
- There is a direct relationship between workplace fun and job satisfaction, since it indicated a Pearson Coefficient of 0.546. [r=.546, n=250, p >0.001]
- There is a direct relationship between workplace fun and commitment since it indicated a Pearson Coefficient of 0.432. [r=.432, n=250, p> 0.001]

Correlations[a]

		Work_Place_ Fun_Average	Turnover_Average	Job_Satisfaction_Average	Commitment_ Average
Work_Place_Fun_Average	Pearson Correlation	1	-.436**	.572**	.430**
	Sig. (2-tailed)		.000	.000	.000
	N	98	98	98	98
Turnover_Average	Pearson Correlation	-.436**	1	.735**	.607**
	Sig. (2-tailed)	.000		.000	.000
	N	98	98	98	98
Job_Satisfaction_Average	Pearson Correlation	.572**	.735**	1	.638**
	Sig. (2-tailed)	.000	.000		.000
	N	98	98	98	98
Commitment_Average	Pearson Correlation	.430**	.607**	.638**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	98	98	98	98

a. Gender = Male

Referring to the above Pearson Correlations test based on the male gender, the following results can be interpreted:

- There is an inverse significant relationship between workplace fun and turnover since it indicated a Pearson Coefficient of- 0.436. [r=-.436, n=98, p <0.001]
- There is a direct relationship between workplace fun and job satisfaction, since it indicated a Pearson Coefficient of 0.572. [r=.572, n=98, p >0.001]

- There is a direct relationship between workplace fun and commitment since it indicated a Pearson Coefficient of 0.430. [r=.430, n=98, p >0.001]

Correlations[a]

		Work_Place_Fun_Average	Turnover_Average	Job_Satisfaction_Average	Commitment_Average
Work_Place_Fun_Average	Pearson Correlation	1	-.397**	.526**	.431**
	Sig. (2-tailed)		.000	.000	.000
	N	152	152	152	152
Turnover_Average	Pearson Correlation	-.397**	1	.614**	.583**
	Sig. (2-tailed)	.000		.000	.000
	N	152	152	152	152
Job_Satisfaction_Average	Pearson Correlation	.526**	.614**	1	.666**
	Sig. (2-tailed)	.000	.000		.000
	N	152	152	152	152
Commitment_Average	Pearson Correlation	.431**	.583**	.666**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	152	152	152	152

a. Gender = Female

Referring to the above Pearson Correlations test based on the female gender, the following results can be interpreted:

- There is an inverse significant relationship between workplace fun and turnover since it indicated a Pearson Coefficient of- 0.397. [r=-.397, n=152, p <0.001]
- There is a direct relationship between workplace fun and job satisfaction, since it indicated a Pearson Coefficient of 0.526. [r=.526, n=152, p >0.001]
- There is a direct relationship between workplace fun and commitment since it indicated a Pearson Coefficient of 0.431. [r=.431, n=152, p >0.001]

Fisher Z-Test

An important test will necessitate that we discover the difference between these two correlations, comparative with the predicted variability in the relationships for this sample size. 'The Z-test is beneficial for this; however, it expects that the values that are being compared are distributed normally, and we realize that it is not ordinarily distributed. Fisher, established an approach to transform the R-values that will be ordinarily distributed and this is known as the "Fisher' Z-transformation".

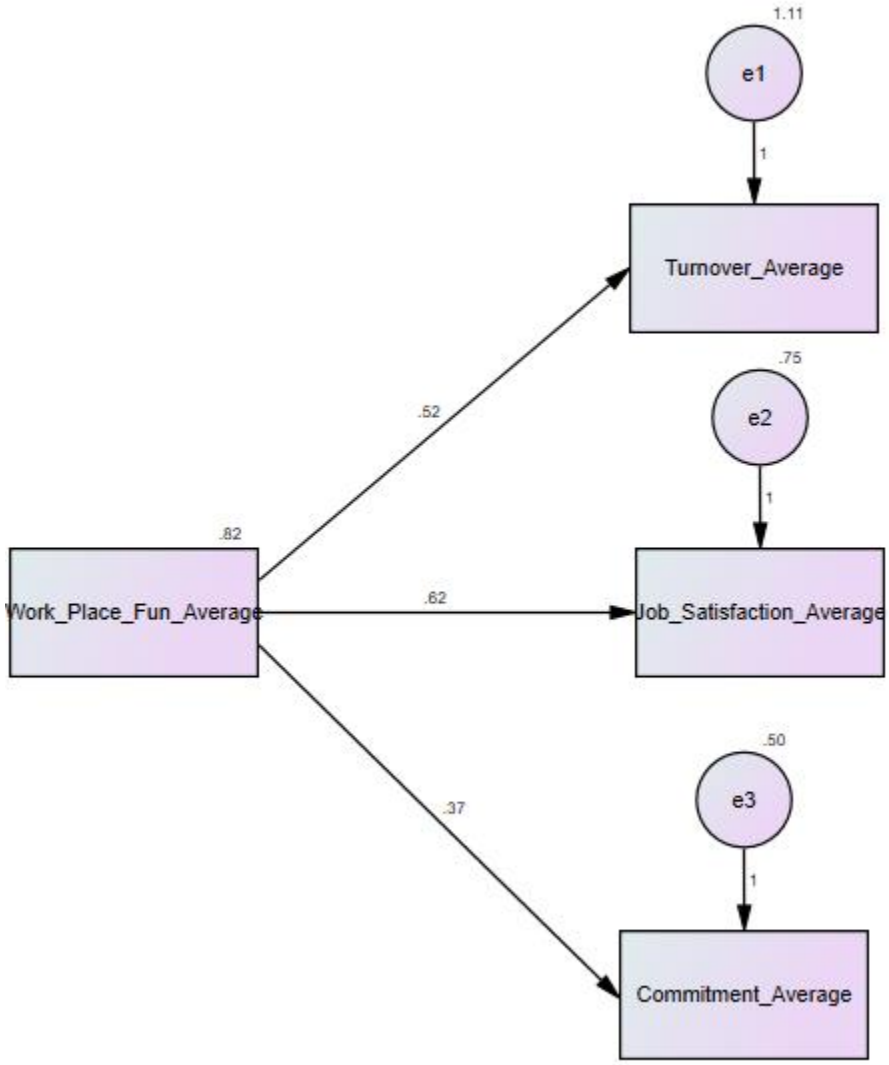
Turnover was correlated with workplace fun for males, r (98) = - .436, p < .001, for males, and for workplace fun for females, r (152) = -.397. The difference between these correlations was statistically insignificant, Z= .36, p > 0.05.

Job Satisfaction was correlated with workplace fun for males, r (98) = .572, p < 0.001, for males, and correlated with workplace fun for females, r (152) = .526, p < 0.01. The difference between these correlations was not statistically significant, Z= 0.5, p > 0.05.

Commitment was correlated with workplace fun for males, r (98) = .430, p < 0.001, for males, and correlated with workplace fun for females, r (152) = .431, p < 0.001. The difference between these correlations was statistically insignificant, Z= -0.01, p > 0.05.

Thus, hypothesis 4 was not supported in this study.

Structural equational model



R	R-sq	MSE	F	df1	df2	p
.6699	.4487	.7488	67.0173	3.0000	247.0000	.0000
Coeff	se	t	B	LLCI	ULCI	
Constant	1.3337	.4991	0.6212	.0080	.3506	2.3167
Job Satis	.4421	.1483	0.9807	.0032	.1499	.0342
Work Fun	.0895	.0472	0.8242	.0594	.0036	.0125
Commitment	.4421	.1483	0.3707	.0032	.1499	.0342
Turnover	.0895	.0472	0.5213	.0594	.0036	.0025

Figures 1 present estimated SEM models for workplace fun, job satisfaction, turnover and commitment. Standardized coefficients, based on bootstrapping, are displayed on the figure. We present only the effects that were statistically significant based on the R-square test detailed in data analysis section. Performance: the $\chi 2$ value was significant in this model due to the sample size (n = 251). However, this model gave a very good fit in all other indices.

One direct pathway linked the SES factor to commitment (0.3707), satisfaction (0.9807), workplace fun (0.8242) and turnover (0.5213).

CHAPTER SIX

DISCUSSION, RECOMMENDATIONS & CONCLUSION

6.1 Discussion

The main objective of this thesis was to determine the relationship between workplace fun, levels of job satisfaction, turnover and commitment. In other words, it aimed to find how workplace fun impacted variables such as job satisfaction, commitment and turnover.

The result of this study supported H1 resulting in having a direct positive relationship between workplace fun and job satisfaction.

A study for Peluchette and Karl (2005) showed that experienced fun was positively related to job satisfaction. Consequently, this shows that enjoying work and having some good time will result in increasing the levels of employees' fulfillment toward their jobs.

Thus, the study supported the findings of the existing research because both workplace fun and job satisfaction are related to each other.

Additionally, since the respondents scored a mean of 3.45/5 for job satisfaction variable, which is a neutral category on the scale, this shows that job satisfaction is not that widely spread in our country Lebanon. And this might be because of the hard economic situation the country is going through.

The finding of this study also supported H2 resulting in having a direct positive relationship between workplace fun and employees' commitment.

In support of this argument, McDowell (2004) found out that experienced fun was positively related to levels of commitment. Additionally, a study done by Meyer (2002), showed that having fun activities in the workplace with the support of managers will result in increasing levels of communication toward the organization.

Thus, the study supported the findings of the existing studies because both workplace fun and commitment are directly related to each other.

On the other hand, the data showed that employees working in Lebanon were not that extremely committed to their organizations since the respondents scored a mean of 3.3/5 for the commitment variable which is also a neutral value on the scale.

Moreover, the finding of this study supported H3 resulting in having an indirect negative relationship between workplace fun and employees' turnover.

According to a study done by Karl, Peluchette, and Hall (2008), experienced fun was negatively related to turnover intentions. This negative relation was also discovered by Mcdowell (2004). Thus, the study supported the findings of the existing studies because both workplace fun and turnover are indirectly related to each other.

Also, the data showed that the intention of turnover is half way in between since it valued 3.1/5. Here employees are confused if they would leave their organizations or not. In Lebanon and in these hard times the employee is somehow afraid to leave his/her work even if he/she wasn't that happy, since most of the companies have closed due to covid-19 and the economic situation. By this, the opportunity of finding a new job decreased, and for the employees, it became harder for them to decide what to do.

Furthermore, H4 was not supported in this study as the results showed that the relationship between workplace fun and the attitudes and behaviors investigated in this study did not differ across genders.

Although it was shown that males and females have different attitudes toward fun (Karl& Harland ,2005) which could differently affect attitudes and behaviors at work (Cook, 2000), the results in this study showed otherwise. For example, in terms of gender-based differences the

examination showed that females are altogether more fulfilled and happier with their work in contrast to males in a similar work setting (Clark &Rijk1997; Nijhuis& Alexanderson, 2009). This might be due to culture and society in Lebanon. The Lebanese culture has reached a remarkable progress in promoting gender equality, enabling and empowering women, as well as opening the space for them to have their impact in accomplishing sustainable development. This culture forces the Lebanese organizations in an indirect way to enforce gender equality since it has been shown to be one of the most important aspects in the business success. By this, Lebanese employees feel the same towards attitudes and beliefs such as turnover, job satisfaction and commitment, since they are treated the same. For instance, women in the workplace have the same rights as men, they both get evaluated in the same way and they also get the same compensation package and wages due to their job levels and achievements. Thus, the attitude and insights of both female and male employees in Lebanon don't vary with respect to workplace fun.

Thus, the results are logical as Job satisfaction and commitment are considered as a function of workplace fun. This is because having some fun at work will result in high levels of employees' satisfaction and commitment, unlike turnover, since employees who experience fun at work will lower their turnover expectations.

6.2 Managerial Implications

Our discoveries contribute to both theory and practice. For the workplace fun literature, similar to previous studies, workplace fun has a positive relationship with work satisfaction (Karl et al., 2007).

For practical implications, our outcomes obviously show that work fun must be implemented carefully and accurately by knowing who must coordinate the fun and when it should take place. Assuming this is the case, organizations should effectively promote a happy and fun work space. On the other hand, organizations must likewise ensure that these fun exercises will be generally welcomed and accepted by their employees and that the utilization of such exercises is probably going to bring about positive results for both the employee and organization in terms of motivation, commitment, productivity and increasing their profit.

So, according to our results, the analysis indicates that workplace fun does affect employees' levels of satisfaction, commitment and turnover.

And it is very critical that not all organizations are aware of the fact that not all employees do experience fun in their workplace. Thus, training for managers and experts in the field will play an important role in minimizing the issue of not considering employees' emotions and trying to spread fun in the place.

Therefore, one can conclude that applying work fun in the organizations must be applied carefully, keeping in mind the positive consequences that would result from these activities when implemented in the correct way and time. Also, managers and HR experts should be trained enough in order to organize these types of activities and make sure that everyone is enjoying them.

On the other hand, and although Lebanon has reached a remarkable point in gender equality and especially at the workplace, managers should not ignore the importance of insuring the presence of this equality since it is a significant part of the Lebanese culture. And by applying this, males and females won't feel it's unfair and automatically their points of view toward attitudes such as

satisfaction, turnover and commitment won't differ when it comes to workplace fun since they've been treated similarly in all sectors.

6.3 Limitation and future research

Like any other studies, this study is also subjected to some limitations. To start with, "workplace fun "as a term is a new topic in the research field since the greater part of the articles concerning working fun are written in the 21st century. Second, the study was conducted in a specific timeframe since it is a thesis with a deadline, and this had limited the scope of findings. Third, there was an absence of elaboration in terms of employees' perception toward workplace fun. Fourth, this study could have examined an additional variable such as stress, motivation or job performance. Therefore, workplace fun has been highlighted by researchers recently, and variables identified with organizations ought to be included the future to examine the connection between working environment fun and different variables. Moreover, as of now, there is no examination which straightforwardly looks at how clients or customers may respond to seeing representatives having some good fun times at work, thus future researchers should also study how customers react to workplace fun, and this might vary from one customer to another according to their age, gender and knowledge. In addition to this, future studies must examine the cultural difference toward workplace fun, for instance, any two employees coming from different cultures might view workplace fun in different ways. Lastly, further research must involve more gender differences in workplace fun since there is a lack of sufficient articles with respect to this subject.

4.4 Conclusion

To sum up, as can be seen, the main objective of this study was to investigate the effect of workplace fun on employees' job satisfaction, turnover and commitment. And in these days, employees might face some issues in examining workplace fun due to the world-wide pandemic and the financial situation happening in the country, and thus their happiness must be fading. Consequently, organizations should help their workers pass this, by implementing more fun activities and trying to let their employees feel more satisfied, which will help the association to get by and survive these difficult situations. And of course, before executing any of these activities, organizations must make sure that their employees must have a positive attitude toward such exercises.

The presence of fun in the organizations supports and helps people in achieving high levels of wellbeing and having stability in their emotions. This also creates a beneficial environment for everyone involved in the organization, and helps in reducing levels of turnover, and at the same time increases levels of job satisfaction and commitment which then seeks in building a competitive advantage for the company in the market.

So as a conclusion, several studies had resulted in a direct relationship between workplace fun, employees' job satisfaction, turnover and commitment.

Therefore, Human Resources and management experts should be able to handle and solve any problems related to the absence of workplace fun by trying to invest more in applying fun activities and fulfilling employees' needs.

Finally, this paper will be an improvement for future studies that try to test new research headings and to find out more advantages for associations by building up a fun work environment.

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APPENDIX

Workplace fun

- This is a fun place to work.
- At my workplace, we try to have fun whenever we can
- Managers encourage employees to have fun at work
- We laugh a lot at my workplace.
- Sometimes I feel more like I'm playing than I'm working

Turnover

- I plan to remain with my current organization until I retire.
- I plan to remain with my current organization for at least two years.
- I plan to remain with my current organization for at least five more years.

Job satisfaction

- All in all, the job I have is great.
- In general, I am satisfied with my job.
- My job is very enjoyable.

Affective commitment

- I would be very happy to spend the rest of my career with this organization.
- I really feel as if this organization's problems are my own.
- I do not feel emotionally attached to this organization
- I do not feel a strong sense of belonging to my organization.
- I don’t feel like part of the family at my organization.
- This organization has a great deal of personal meaning for me.

Continuance commitment

- Right now, staying with my organization is a matter of necessity as much as desire.
- It would be very hard for me to leave my organization right now, even if I wanted to
- Too much of my life would be disrupted if I decided I wanted to leave my organization now.
- I feel that I have too few options to consider leaving this organization.
- If I had not already put so much of myself into this organization, I might consider working elsewhere.
- One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.

Normative commitment

- I don't feel any obligation to remain with my current employer.
- This organization deserves my loyalty.
- Even if it were to my advantage, I do not feel it would be right to leave my organization now.
- I would not leave my organization right now because I have a sense of obligation to the people in it.
- I owe a great deal to my organization.