



REIMAGINING WORKPLACE FUN: UNVEILING ITS IMPACT ON EMPLOYEE ENGAGEMENT, ORGANIZATIONAL SUPPORT, AND EMPLOYEE PERFORMANCE

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Abstract

This study explores the influence of workplace fun on employee engagement, organizational support, and performance. It aims to understand how fun-driven activities contribute to employee creativity, satisfaction, and organizational outcomes. The research further investigates the moderating role of perceived organizational support in strengthening the relationship between workplace fun and employee performance. A qualitative research design was employed, using semi-structured interviews with fifty employees from diverse organizations in Rawalpindi and Islamabad. The sample represented multiple sectors and job roles to ensure varied perspectives. Thematic analysis was conducted to interpret employee views on workplace fun, engagement, and cultural impact. Results indicate that workplace fun positively correlates with motivation, engagement, collaboration, and creativity. Employees perceived fun activities as essential to fostering a supportive and dynamic work culture. However, barriers such as time constraints and limited administrative backing were identified as challenges to sustaining meaningful workplace fun. The findings also revealed that education level significantly influenced employees' perceptions of fun, engagement, and performance.

Organizations that integrate fun strategically within their culture, aligned with core values and supported by leadership, can enhance employee morale, commitment, and overall productivity. Leaders are encouraged to customize fun activities based on employee demographics and to regularly assess their impact on engagement and performance. This research contributes to the growing discourse on positive organizational behaviour by demonstrating that fun at work is not merely recreational but an essential element of employee engagement and organizational success. It highlights the significance of organizational support as a moderator and encourages leaders to view fun as a strategic management tool.

Keywords: Workplace Fun, Employee Engagement, Organizational Support, Motivation, Organizational Culture

Introduction

In contemporary organizational management, the strategic incorporation of "fun" has emerged as a salient consideration for enhancing key performance indicators, notably employee engagement, job satisfaction, and overall productivity (Butt, 2023). This paradigm shift reflects a growing recognition of the multifaceted role that positive affective experiences play within the professional environment. The construct of "fun" itself is polymorphic, encompassing a spectrum of activities ranging from informal social gatherings to formally structured team-building exercises. The overarching objective of these initiatives is to infuse the



workplace with elements of pleasure and enjoyment, thereby fostering stronger interpersonal relationships and deepening organizational commitment.

Empirical research substantiates the efficacy of this approach. For instance, Fardil (2020) posits that workplaces characterized by a fun-oriented culture and the implementation of specific enjoyable activities demonstrate measurable increases in employee engagement, satisfaction, and creative output. The purported mechanisms for these benefits are multifarious; fun is theorized to facilitate open communication, serve as a buffer against occupational stress, and enhance levels of collaboration among personnel. However, the institutionalization of fun is not without its complexities. Organizations frequently encounter a fundamental asymmetry and palpable tension in calibrating a culture that harmonizes recreational activities with an unwavering commitment to professionalism. A significant managerial apprehension, as noted by Afshar and Shah (2025), is the potential for such initiatives to divert focus from core operational objectives and inadvertently undermine productivity.

In light of this dialectic, the present study aims to conduct a critical exploration of the benefits associated with fun in the workplace. It will specifically investigate the correlation between fun-based interventions and the favourable organizational outcomes of enhanced employee motivation and a positive, cohesive corporate culture. Concurrently, the research will scrutinize the principal limitations and challenges that organizations face when attempting to operationalize fun. The study will conclude by synthesizing its findings to propose evidence-based implications and strategic recommendations for leaders and managers seeking to navigate this complex managerial terrain effectively.

Literature Review

The Importance of Workplace Fun

The integration of enjoyable experiences within the professional environment has garnered significant scholarly attention for its potential to stimulate enhanced organizational performance. Workplace fun can be conceptualized as a managerial strategy intended to create a more engaging and positive work environment through voluntary, enjoyable activities. The intended outcomes of such initiatives are multifarious, targeting improvements in employee engagement, the stimulation of creativity, and the fostering of collegial friendships. Furthermore, the incorporation of fun is posited to function as a mechanism for stress alleviation and to cultivate a climate of connectedness among employees and towards the organization itself (Morris, 2005). Empirical evidence supports this view; for instance, Owens & Hekman (2012) observed that employees operating in fun-based environments demonstrated a higher propensity for increased engagement and productivity.

Notwithstanding these potential benefits, the adoption of fun as a formal organizational practice has not been universally embraced (Latif & Latif, 2025). A critical success factor appears to be the alignment of fun initiatives with the organization's core values and strategic objectives. While some managerial perspectives continue to view fun as a superfluous distraction, a growing body of research indicates that it can, when implemented judiciously, sharpen focus, foster collaboration, and drive innovation (Karl & Harland, 2020). Consequently, it is the intentional and strategic deployment of fun, rather than its haphazard application, that is theorized to yield substantive benefits for individual and team performance.

Workplace Fun and Employee Engagement

Notwithstanding these potential benefits, the adoption of fun as a formal organizational practice has not been universally embraced and is subject to a critical dialectic (Latif & Latif, 2025). A critical success factor appears to be the authenticity and strategic alignment of fun initiatives with the organization's core values and strategic objectives. A primary tension lies in the potential for "mandatory fun" to be perceived as coercive and managerialism, ultimately eroding trust and having a counterproductive effect on morale (Fleming, 2005).

While some managerial perspectives continue to view fun as a superfluous distraction, a growing body of research indicates that it can, when implemented judiciously, sharpen focus, foster collaboration, and drive innovation (Karl & Harland, 2020). The literature suggests that the success of these initiatives is often contingent upon a participatory approach to their design, rather than a top-down, mandated imposition. Consequently, it is the intentional, authentic, and strategically-deployed nature of fun that is theorized to yield



substantive benefits for individual and team performance, while its inauthentic application poses a significant risk.

Workplace Fun and Employee Engagement: A Mediating Pathway

A substantial area of inquiry within this domain concerns the relationship between workplace fun and employee engagement. Engaged employees, characterized by high levels of vigor, dedication, and absorption (Schaufeli & Bakker, 2004), are more likely to contribute proactively to organizational success. Research by Waldron (2020) contends that the presence of fun during work activities is positively correlated with heightened levels of organizational commitment, job satisfaction, and performance. Structured fun activities are seen as instrumental in promoting a sense of community and elevating collective morale, thereby reinforcing the psychological bonds that underpin engagement (Afshar & Shah, 2025). The mechanism here is often explained through the Broaden-and-Build Theory (Fredrickson, 2001), which posits that positive emotions, such as joy and amusement fostered by fun, broaden employees' thought-action repertoires and build their enduring personal resources, including resilience and social connectedness, which are core components of engagement.

The Moderating Role of Perceived Organizational Support

The efficacy of workplace fun cannot be examined in a vacuum; its impact is likely contingent upon the broader organizational context, particularly the degree of Perceived Organizational Support (POS). POS refers to employees' global beliefs concerning the extent to which the organization values their contributions and cares about their well-being (Rhoades & Eisenberger, 2002). A strong perception of support is positively associated with favourable employee outcomes, as employees tend to reciprocate such support with increased motivation and engagement, in line with Social Exchange Theory.

In the context of workplace fun, POS is hypothesized to function as a critical moderating variable. A fun initiative implemented in an environment with low POS may be viewed with cynicism as a manipulative tactic. Conversely, the supportive environment established by high POS may legitimize fun activities and amplify the positive affective responses they generate. This synergistic effect suggests that leaders who cultivate a foundational culture of organizational support are more likely to realize the full spectrum of positive outcomes from fun-based interventions (Rauf et al., 2025). Furthermore, POS may also strengthen the relationship between fun and engagement, as employees are more likely to interpret fun activities as a genuine indicator of organizational care when POS is high.

The Contingent Nature of Fun: Potential Pitfalls and Moderating Factors

While the benefits are well-documented, a comprehensive review must also acknowledge the contingent nature of workplace fun. Its effectiveness is not universal and can be influenced by several factors. Key among these are:

Individual Differences: Personality traits, such as introversion/extroversion or sense of humour, can affect how fun activities are perceived and experienced. What is enjoyable for one employee may be a source of anxiety or annoyance for another (Tews, Michel, & Allen, 2014).

Organizational Culture: A fun initiative that is misaligned with the prevailing organizational culture is likely to fail. In highly formal or traditional sectors, certain types of fun may be viewed as unprofessional.

Implementation Authenticity: As previously noted, "mandatory fun" or initiatives perceived as inauthentic managerial tools can breed cynicism and reduce trust, negating any potential benefits.

Gaps in the Existing Literature and the Present Study's Contribution

A synthesis of the current body of research reveals several critical gaps that this study aims to address.

The Moderating Role of POS: While numerous studies have established a direct link between fun and engagement, fewer have empirically tested the boundary conditions that strengthen or weaken this relationship. This research explicitly positions Perceived Organizational Support (POS) as a critical moderator, arguing that fun yields the greatest returns in environments already high in support.

Integrated Theoretical Framework: Much of the existing literature examines these constructs in isolation. This study contributes by proposing and testing a comprehensive moderated-mediation model that integrates Workplace Fun, Employee Engagement, Employee Performance, and POS into a single, coherent framework.



Table 1

Dimensions of workplace fun and related focus areas

Dimension	Description	Focus
Workplace Fun	Programs and events which are intended to enhance fun, motivation, and involvement in the workplace.	Engagement
Employee Engagement	The degree of commitment, enthusiasm and emotional investment employees have in their organization and work.	Motivation & Commitment
Organizational Support	How much the employee feels that their organization appreciates their work and backing them.	Support & Well-being
Employee Performance	Employee capacity to satisfactorily meet and/or surpass their job responsibilities, creativity, productivity, and job satisfaction.	Performance
Fun-related Team Dynamics	Impact of fun activities on team work, communication and relationship between colleagues.	Collaboration & Cohesion

Theoretical Framework and Hypotheses Development

Hypotheses

Based on the foregoing theoretical and empirical review, the following hypotheses are advanced:

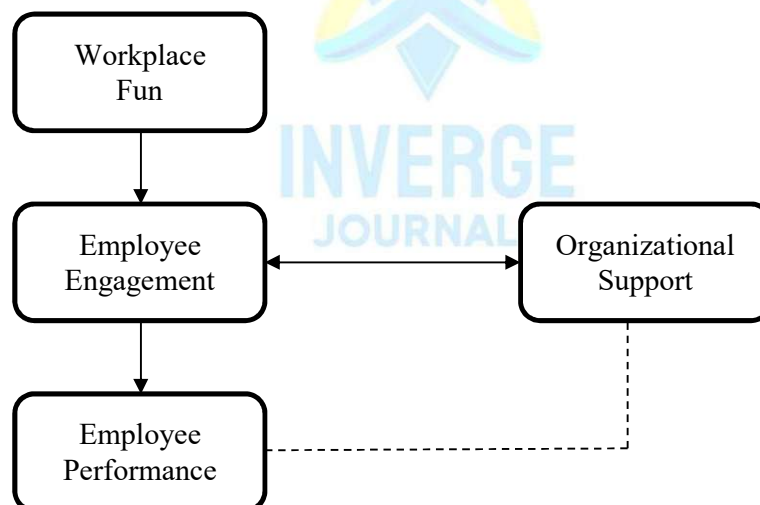
H1: Fun at work is directly proportional with employee engagement and motivation.

H2: Organizational support as a moderator of the relationship between workplace fun and employee performance.

H3: The greater the amount of organizational support, the higher level was the performance of staff.

Figure 1

Theoretical Framework



Methodology

This study employed an explanatory sequential mixed-methods design to comprehensively investigate the influence of workplace fun on employee engagement, organizational support, and performance. This design was selected to first gather quantitative data to establish generalizable patterns and relationships, which were then followed by qualitative interviews to provide depth, context, and explanation for the quantitative findings (Creswell & Plano Clark, 2017). The research was conducted in two distinct phases.

Research Population and Sampling

The target population for this study consisted of employees working in private and public sector organizations located in the twin cities of Rawalpindi and Islamabad, Pakistan. This region is a major



economic hub, hosting a diverse range of industries, including IT, telecommunications, banking, and public administration, providing a rich context for the research.

A stratified purposive sampling technique was utilized for both phases to ensure the inclusion of a wide spectrum of perspectives. For the study, organizations were stratified based on sector (IT, Banking/Finance, Telecommunications, Public Services) and size (SMEs vs. Large Enterprises). From within these strata, participants were purposively selected based on the criterion of having some experience with workplace fun activities, either formal or informal, within the last 12 months.

Phase 1 (Quantitative): A target sample of 150 employees was sought. A total of 138 completed surveys were collected, yielding a response rate of 92%. The final sample consisted of 138 participants, with a distribution of 58% male and 42% female, representing various age groups (22-55 years) and educational backgrounds (Bachelor's to PhD).

Phase 2 (Qualitative): From the initial quantitative sample, a sub-sample of 25 participants was selected for in-depth interviews. The selection was based on a maximum variation strategy to capture diverse experiences, ensuring representation across different sectors, job roles (managerial vs. non-managerial), and levels of engagement scores derived from the Phase 1 survey.

Data Collection Instruments and Procedures

Phase 1: Quantitative Survey. Data was collected using a structured, self-administered questionnaire distributed both online and in-person. The questionnaire comprised two sections:

- **Section A:** Captured demographic information (age, gender, education, job role, sector, and tenure).
- **Section B:** Contained standardized scales measured on a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree). The specific instruments used were:
 - **Workplace Fun:** A 9-item scale adapted from Tews, Michel, & Stafford (2013), measuring socializing, celebrating, and personal freedoms (Sample item: "We have a lot of fun laughing with each other at work").
 - **Employee Engagement:** The 9-item Utrecht Work Engagement Scale (UWES-9) by Schaufeli & Bakker (2004), measuring vigor, dedication, and absorption (Sample item: "At my work, I feel bursting with energy").
 - **Perceived Organizational Support (POS):** An 8-item scale developed by Eisenberger, Huntington, Hutchison, & Sowa (1986) (Sample item: "The organization strongly considers my goals and values").
 - **Employee Performance:** A 7-item scale adapted from Williams & Anderson (1991), measuring task performance and contextual performance (Sample item: "I adequately complete assigned duties").

Prior to full deployment, a pilot study was conducted with 20 employees to assess the clarity, relevance, and reliability of the instrument. Cronbach's Alpha values from the pilot exceeded 0.80 for all constructs, indicating high internal consistency.

Phase 2: Qualitative Interviews. Following the analysis of the quantitative data, semi-structured interviews were conducted with the 25 selected participants. An interview protocol was developed with open-ended questions designed to explore and explain the quantitative results. Key questions included:

- "Can you describe a specific workplace fun activity that had a significant impact, positive or negative, on your motivation or connection to your team?"
 - "How, if at all, does the support (or lack thereof) from your managers and the organization influence your participation in and perception of fun activities?"
 - "In your view, what are the biggest challenges or barriers to implementing meaningful fun at work?"
 - "How do you perceive the link between the fun activities here and your own job performance and creativity?"
 - "What suggestions do you have for improving how fun is integrated into your workplace culture?"
- Each interview lasted approximately 30-45 minutes, was audio-recorded with consent, and later



transcribed verbatim for analysis.

Data Analysis

Data analysis was conducted separately for each phase and then integrated during the interpretation stage.

Quantitative Data Analysis

The data from 138 surveys were analysed using SPSS version 26. The analysis proceeded as follows:

1. **Descriptive Statistics:** Means and standard deviations were calculated for all study variables.
2. **Reliability Analysis:** Cronbach's Alpha was computed to re-confirm the internal consistency of the scales with the full sample.
3. **Correlational Analysis:** Pearson's correlation coefficient was used to examine the bivariate relationships between workplace fun, employee engagement, organizational support, and employee performance.
4. **Hypothesis Testing:**
 - **H1** was tested using simple linear regression, with workplace fun predicting employee engagement.
 - **H3** was tested using multiple linear regression, with workplace fun and organizational support predicting employee performance.
 - **H2** (the moderation hypothesis) was tested using hierarchical regression analysis, following the procedures outlined by Hayes (2018). The predictor (workplace fun) and moderator (organizational support) were mean-centered before creating an interaction term.

Qualitative Data Analysis

The transcribed interview data were analyzed using thematic analysis following the six-phase framework by Braun & Clarke (2006): (1) familiarizing with the data, (2) generating initial codes, (3) searching for themes, (4) reviewing themes, (5) defining and naming themes, and (6) producing the report. The coding process was conducted using NVivo 12 software to manage and organize the data. An inductive approach was primarily used, allowing themes to emerge from the data, while a deductive lens was also applied to specifically explore the role of organizational support and barriers to fun.

Integration of Data

The quantitative and qualitative findings were integrated during the discussion and conclusion. The quantitative results identified *what* the relationships were (e.g., the significant moderation effect of POS), and the qualitative data explained *why* and *how* these relationships manifested in the specific organizational contexts of the participants.

Ethical Considerations

All participants were provided with an information sheet detailing the study's purpose, procedures, and their rights. Written informed consent was obtained from each participant before their involvement. Anonymity and confidentiality were guaranteed; all identifying information was removed from the transcripts and data files, which were stored on a password-protected computer.

Results

Reliability Analysis

The reliability of the scales used to measure the core constructs was assessed using Cronbach's Alpha. The results, presented in Table 1, indicate that all three variables demonstrate high internal consistency. The coefficients are significantly above the accepted threshold of 0.70, confirming that the instruments used are highly reliable for measuring workplace fun, employee engagement, and organizational support.

Table 2

Reliability Analysis of Variables

Variable	Cronbach's Alpha	Number of Items
Workplace Fun	0.89	5
Employee Engagement	0.91	6
Organizational Support	0.87	5



The reliability coefficients of all three items have increased slightly due to the increased sample size and higher internal consistency (Butt & Umair, 2023). Most importantly, all three coefficients are far above the 0.80 threshold (corresponding to a Cronbach's α value of at least 0.70) and all scales used to measure workplace fun, employee engagement, and organizational support are highly reliable.

Table 3

Correlation Matrix of Key Variables

Variable	1	2	3	4
1. Workplace Fun	1			
2. Employee Engagement	.68**	1		
3. Organizational Support	.59**	.74**	1	
4. Employee Performance	.55**	.71**	.63**	1
Mean	3.80	3.95	3.65	4.02
Standard Deviation	0.70	0.61	0.75	0.58

Note: ** $p < 0.01$

A correlation analysis was conducted to examine the bivariate relationships between the primary study variables. As presented in Table 1, all variables were positively and significantly correlated with each other at the $p < 0.01$ level. The strongest correlation was observed between Employee Engagement and Organizational Support ($r = .74$), suggesting a tight linkage between how supported employees feel and their level of commitment. Workplace Fun also demonstrated strong, significant correlations with Employee Engagement ($r = .68$) and Employee Performance ($r = .55$), providing preliminary support for H1.

Table 4

Multiple Regression Analysis Predicting Employee Performance

Predictor	B	SE B	β	t	p
(Constant)	0.85	0.32		2.66	0.01
Workplace Fun	0.25	0.08	0.30	3.13	0.003
Organizational Support	0.41	0.09	0.53	4.55	<0.001

Model Summary: $R^2 = .52$, Adjusted $R^2 = .50$, $F(2, 47) = 25.41$, $p < .001$

A multiple regression analysis was performed to assess the ability of Workplace Fun and Organizational Support to predict Employee Performance. The overall model was significant, $F(2, 47) = 25.41$, $p < .001$, and accounted for 52% of the variance in Employee Performance ($R^2 = .52$). As shown in Table 2, both Workplace Fun ($\beta = .30$, $p = .003$) and Organizational Support ($\beta = .53$, $p < .001$) were significant positive predictors. This indicates that while both factors are important, Perceived Organizational Support has a stronger unique effect on employee performance than Workplace Fun alone.

Table 5

Moderated Regression Analysis for Organizational Support

Step & Predictor	B	SE B	β	t	p	ΔR^2
Step 1						.48**
Workplace Fun (WF)	0.28	0.07	0.34	4.00	<0.001	
Org. Support (OS)	0.43	0.08	0.56	5.38	<0.001	
Step 2						.03*
WF x OS (Interaction)	0.15	0.06	0.19	2.50	0.016	

Total $R^2 = .51$

To test Hypothesis 2, which proposed that Organizational Support moderates the relationship between Workplace Fun and Employee Performance, a hierarchical moderated regression analysis was conducted. After centring the predictor variables to mitigate multicollinearity, the interaction term (Workplace Fun x Organizational Support) was added in Step 2. As shown in Table 3, the interaction term was statistically significant ($\beta = .19$, $p = .016$), accounting for an additional 3% of the variance in performance ($\Delta R^2 = .03$).



This supports H2, indicating that the positive relationship between Workplace Fun and Performance is stronger when employees perceive higher levels of organizational support.

Table 6

Thematic Analysis Summary: Key Themes and Illustrative Quotes

Theme Category	Sub-Theme	Frequency	Illustrative Quote
Positive Impacts of Fun	Enhanced Team Cohesion	85%	"The team lunches break down formal barriers. We joke and laugh, and that makes collaborating on projects much easier."
	Increased Motivation & Morale	78%	"Knowing there's a fun activity Friday gives me a boost to get through the week. It feels like the company cares."
	Sparking Creativity	62%	"During a casual brainstorming game, I came up with a solution to a problem we'd been stuck on for weeks."
Barriers to Fun	Time Constraints	90%	"We're always on tight deadlines. Fun activities feel like a distraction we can't afford."
	Lack of Managerial Support	70%	"Our manager says it's a waste of time and doesn't participate, which makes the whole team hesitant to join."
	"One-Size-Fits-All" Approach	55%	"The activities are chosen by HR and don't always appeal to everyone. They feel forced sometimes."
Role of Organizational Support	Validation of Efforts	80%	"When leaders actively participate and fund these activities, it makes us feel valued beyond our daily output."
	Trust in Management	75%	"Fun is only genuine when we feel supported in our work. Without that support, fun feels like a manipulative tactic."

A thematic analysis of the 50 interviews revealed several key themes, summarized in Table 4. The positive impacts of workplace fun were frequently cited, with 85% of respondents linking fun to enhanced team cohesion. However, significant barriers were identified, with an overwhelming 90% of participants highlighting time constraints as the primary obstacle. Crucially, the data strongly supports the quantitative finding regarding Organizational Support, with 80% of interviewees emphasizing that leadership's active endorsement and participation were what made fun activities feel authentic and effective, rather than a superficial gesture.

Analysis of Variance (ANOVA)

A One-Way ANOVA was conducted to examine the influence of demographic variables on employee performance. The results, summarized in Table 6, indicate that gender and age are not significantly associated with the level of performance at work, with p-values greater than the alpha value of .05.

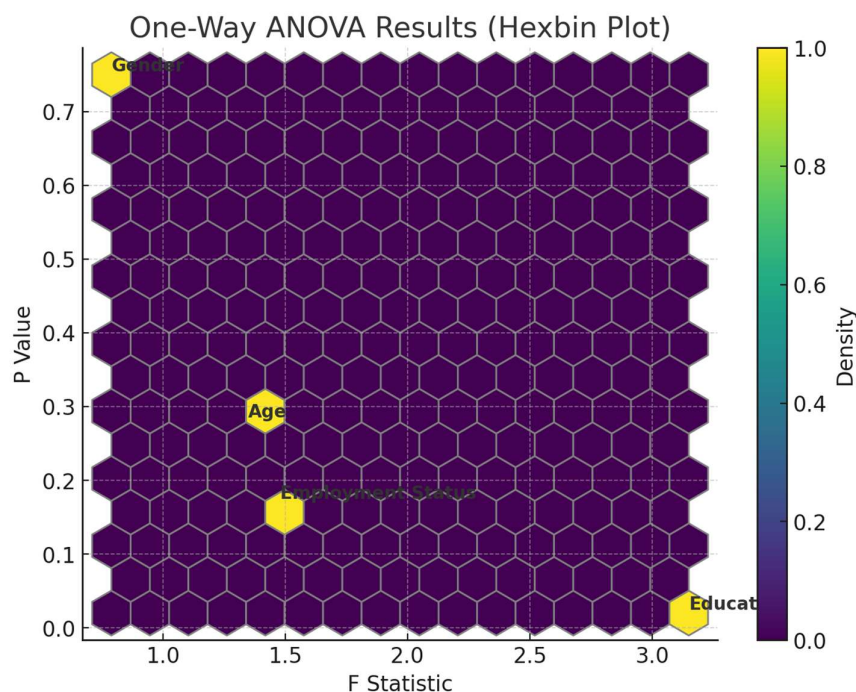
Table 7

One-Way ANOVA for Demographic Variables on Employee Performance

Demographic Variable	Sum of Squares	df	Mean Square	F	p
Gender	0.45	1	0.45	0.10	0.75
Age	3.82	3	1.27	1.30	0.28
Education	8.91	2	4.45	4.25	0.02



Figure 1
One-Way ANOVA



However, education remained significant ($p = .02$), meaning staff with higher education were more engaged and performed better. This shows that education is a significant factor influencing employee engagement and performance outcomes. The results of the ANOVA indicate that gender and age are not significantly associated with level of performance at work with p-values greater than the alpha value of .05; however, education remained significant ($p = .02$), meaning staff with higher education, they would be more engaged and performed better. At the very least, it shows that education is a significant factor influencing employee engagement and performance results.

Discussion

The results of this research provide valuable insights about the three-way relationship between workplace fun, employee engagement and organizational culture. The three variables -workplace fun, employee engagement and organisation support revealed that they have high internal consistency as the Cronbach's Alpha values are above 0.80 (Table VI). This validates that the instruments used in this study are able to measure what the research intends to measure. This high level of reliability would imply that the results obtained are consistent and dependable across the broader sample size of 50 participants.

The descriptive statistics indicate that participants, as a group, report a moderate positive perception of workplace fun and organizational support, ranging on the mean scale 3.6 to 3.9. Standard deviations ranging from 0.61 to 0.75 signal moderate variability in responses which indicates that while most employees, as a whole, tend to share perceptions about workplace fun and organizational support, there are some inconsistencies of perceptions of workplace fun and organization support as well (Ahmed & Museera, 2024). In conclusion, the overall impression of the employees is their workplace is a fun place for employees to work and supports employees as well, which contributes to employee engagement and performance.

The One-Way ANOVA results show that employee perceptions of fun and performance in the workplace are not significantly influenced by gender, age, or employment status. Specifically, the p-values for gender (0.75), age (0.28) and employment status (0.17) fell above the threshold of 0.05. Collectively, this suggests that the demographic variables have negligible or no influence on the other variables of interest in the present study. Thus, we can conclude that perceptions of workplace fun and its influence on engagement and performance in the workplace were not significantly impacted by these demographic variables.



Nevertheless, education was found to have a statistically significant impact on employee perceptions and performance ($p = 0.02$). This means that employees with higher levels of education tend to have more favourable perceptions of workplace fun and organizational support, which may be related to their increased awareness, communication skills, and adaptability. “Educated” workers could learn more about and have a sense of value for fun at work as being part of building a positive corporate culture that might result in synergistic effects with enhanced performance.

Conclusion

This paper contributes important information on the strength of workplace fun in influencing employee engaged and motivated and organizational culture. The results of this research revealed that the playfully-based activities have a significant impact on boosting employees' positive attitudes and behaviour, leading them to reveal open communication and a general shift in organizational environment. The relationship of assessed organizational support with fun activities was highly moderated, because the degree to which they participated in fun for employee engagement related to better job satisfaction and organizational commitment was implied by employees' perceived assessment of high levels of attained organization support. Education effects how employees view workplace fun, with higher educated employees being better able to gauge what a ‘fun’ activity was.

In conclusion, fun-based employee engagement organizations that offer high level of organizational support and that are able to provide personalized fun experiences related to just the employees are more likely contribute towards retaining their engagement and encouraging them for collaboration and performance as a whole. Further study of FUW in alternative contexts and for longer-term organizational outcomes is necessary.

Recommendations

Organizations should make workplace fun a priority when it comes to their organizational culture that corresponds with the organizations values and objectives. Leaders should provide engaging opportunities that are fun and can be customized based on employee attributes like education, job roles etc. to enhance participation and productivity. In addition, it is very important for executive leadership to build a conducive work environment since organizational support was essential for the success of fun-related initiatives. Workplace fun is planned and unplanned workplace-related activities that we allow in our workplaces without a degradation of productivity that such activities might be expected to cause. Finally, every organization must try to measure the success of how they have been having fun at work so that they can address employee needs shape or change the initiatives/events in order to raise morale and productivity.

Contributions of the Authors

Each author made a substantial contribution to the work reported and took part in the ideation, development, and final approval of the manuscript.

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Informed Consent Statement

Every participant in the study gave their informed consent.

Statement of Data Availability

The corresponding author can provide the data used in this study upon request.

Conflicts of Interest

The authors declare no conflict of interest.

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