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An investigation analysing the effects of introducing workplace fun on level of job satisfaction and well-being on middle level management in India: A case of Rosy Blue Diamond and Orra Jewellery.

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ABSTRACT

Work pressure on the employees is increasing with rising competition. The motive of the paper is to understand the impact of introducing fun activities on overall employee satisfaction and welfare. This study makes an attempt to study these aspects in relation to the Indian jewellery industry. Here two organizations have been selected who fulfils the case requirement. Data for the study was collected from 100 participants, from which 50 were from Rosy Blue Diamonds and rest 50 being from Orra Jewellery this data was collected using a questionnaire. Responses were based on a five-point scale (1=Strongly Disagree to 5=Strongly Agree) so as to facilitate statistical analysis. Results obtained from both the organizations which has recently introduced fun at workplace show that fun activities has improved employee satisfaction and well-being by far. Resulting in overall positive environment and happy employees, reduction in stress and absenteeism were witnessed to be evident. However, evident distinction in opinion was spotted while analysing results of few of the variables.

CHAPTER 1: INTRODUCTION

1.1 Overview

Concerns regarding many dimensions are increasing continuously in the work environment. This study analyses the effectiveness of workplace fun in reducing these concerns. However, an impact of fun at work varies with the employee's attitude towards it. Therefore, this paper gives an overview of the various problems faced by employees at workplace.

Using the case of Rosy Blue Diamonds and Orra Jewellery this paper attempts to study the effectiveness of fun at work in tackling employee issues related to job satisfaction and wellbeing. Also difference in attitude towards fun activities are studied based on the age and gender of the employees. The overall study is been carried out by the means of collecting primary data through questionnaires.

1.2 Research background

1.2.1 Research question

Effects of workplace fun on employees job satisfaction and well-being affected by their attitude towards fun activities?

1.2.2 Rationale

Rationale of this research mostly lies within the proven importance of workplace fun for both the employees and the company. Moreover, existence of abundant but general research works adds on to the need of more focused research targeting the varied attitude towards fun activities.

- Concerns regarding factors like work pressure, Stress (Ahmad and Mehta ,1997), Job flexibility and staff turnover are rising increasingly among most of the organizations. Affecting employee's work and personal life they are found to be potential reasons for health problems among working individuals (Murray and Lopez, 1996). Studied by the concept of Work-Life balance these issues were found to critically affect the mental health of the general population in the United Kingdom (Mental Health Foundation, 2013).
- Nevertheless, they are found to be equally important for the organizations as it assists in retaining employees and increasing their productivity. More importantly, as most competitive companies try to poach better employees from other companies fun at work can help attract these employees (Walters, 2010). Also company spends amount as huge as € 700 on each employee per year in the UK on workplace fun (Sunday Times, 2009). Therefore it is very essential for the firms to implement it carefully to tackle the problems of the employees in the right manner (Caccamese, 2012).
- Keeping employees satisfied is among the priority for every firm as it directly correlates with employee behaviour. Job satisfaction has always been a matter of utmost care for employers while well-being been noted to be growing with acceleration. Studies show that overlooking dissatisfied employees can have serious monetary consequences on the company and reduce their competitiveness (Gregory, 2011).
- While workplace fun is expected to resolve these complications it is venerable to employee's view point towards it. Fun is used by many companies, although effective results are seen but are not very common. However it is often debated that targeting the right area will help the company save a lot of money as there are quite a lot of expenses involved in the process (Koutsoukis, 2005).

- Apart from these, researcher has a personal interest in the topic of study and the industry chosen. Having 3 years of experience in the industry researcher seeks further job prospects within the industry, specifically in to the human resource department. This study will aid the researcher with additional knowledge about major aspects for employee betterment building on current understanding of human behaviour.

1.3 Aims and objectives

The overall aim of the research is to study the effects of workplace fun on job satisfaction and well-being. Additionally, identifying diversity in opinion towards acceptance of fun activities, depending on age and gender of the employees.

- To test usefulness and practicality of workplace fun.
 - Many organizations are introducing workplace fun in order to tackle health and job satisfaction issues related to work. It is also been argued that numerous firms takes this as a distinction from their competitors, in employee favor. Workplace fun has proven to be an effective solution, leading to the assumption that fun reduces these problems and increases employee productivity. While looking at the factors that enhance the effectiveness of fun at work we formulate hypothesis 3 in chapter 2 to test this notion.
- To study problems relating to employee job satisfaction and well-being.
 - There are many aspects in workplace fun that can help improve employee job satisfaction and well-being. Looking at the implications of these aspects on employees we study their effects in chapter 2. Also the concept of job satisfaction and well-being are interrelated and therefore we make an attempt to understand the joint impacts of workplace fun on them towards the end of the chapter 2.

- To analyze difference in view towards fun activities among male and female employees
 - Effectiveness of workplace fun is dependent on employee attitude towards it. It was seen that males and females differ in their perspective towards various ways of introducing fun at work. Therefore looking at these aspects in section 2.2.1 we develop hypothesis 1 in chapter 2 which will be studied in relation to the chosen companies in chapter 4.

- To analyze difference in attitude towards fun at work among young and old employees
 - Acceptance of the concept of fun at work is seen to be debatable among the employees, as young one's are happy and take it as a very important aspect in workplace while older one's consider it as waste of time and energy. We aim to examine this expression using hypothesis 2 which is been devised employing seven variables that are been identified from the literature.

- To identify aspects that matter the most to the employees and therefore help managers make optimum use of workplace fun.
 - We expect to achieve this aim in chapter 5 and 6 where we counter weigh results of our study against previous researches and recognize factors that found to be substantial in chapter 4. With determination of these elements we propose steps that can be taken by the managers in order to attain consolidated benefit of workplace fun, in favor of the organization.

1.4 Research approach

On the overall hypothesis testing approach is been used in this paper. The process begins from studying the aspects of research and formulating the hypothesis which is been done in chapter 2. We start with a general base to the research question by building hypothesis 3 and then move to test more specific assumptions stated in hypothesis 1 and 2. Following the next comes collecting relevant statistical data which is been carried out using the case of rosy blue and orra jewellery by the means of five point scale questionnaires. The basic aim of this method is to accept or reject the hypothesis formulated based on the results from the collected data (Lehmann, 1993). This brings us to chapter 4 where we interpret the results of the descriptive tests and reject or accept the formed hypothesis.

Moving forward to chapter 5 are the aims of the researcher to discuss the results in comparison to other research in the field facilitating improvisation on these prebuild concepts and validation of the results. Based on this chapter research gives some recommendation for better implementation of fun at work in chapter 6. Although this approach has a few limitations it is been consider optimum to answer the research question (Casella and Berger, 2001).

CHART 1.1: Thesis map

Chart detailing the flow of information in the thesis.

Chapter 1 Introduction

Chapter 2 Literature Review

Workplace fun

Attitude towards fun

Workplace fun and job satisfaction

Workplace fun and well-being

Impact on job satisfaction and well-being

Gender based distinctions

Age based distinctions

Chapter 3 Methodology

Selection and reasoning for methodology i.e. case study and data collection technique i.e. questionnaire

Chapter 4 Results

Discussing the findings and validating the formed hypothesis

Chapter 5 Discussions

Counter evaluating the results from the tests against previous researches.

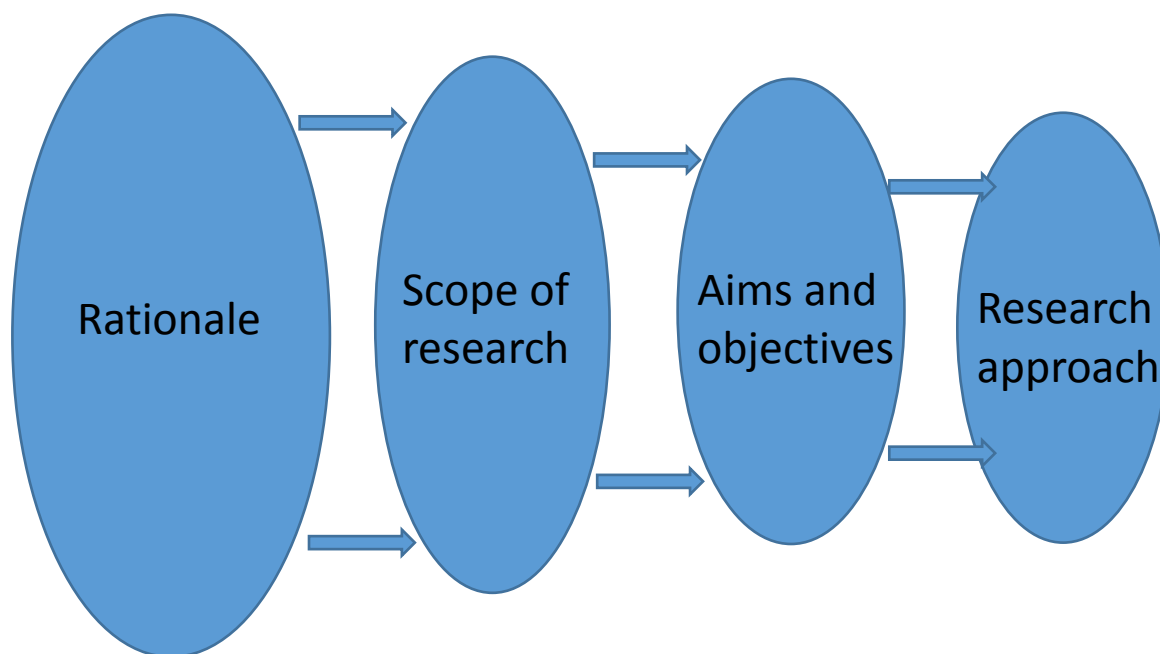
Chapter 6 Conclusion and Manager Implications

1.5 CONCLUSION

This chapter aimed at briefing the reader with thesis overview which has been successfully done by specifying the scope, rationale and aim of the research. Moreover, we also talked about how the aims will be achieved and the flow of chapters with their contents in brief.

CHART 1.2 Summary

Chart illustrating the development of research topic.



We use chart 1.2 to explain the flow of selection and planning of the research topic. Rationale being the starting point helps us in determining the dimension of the study. And thereafter looking at the aim and objects that needs to be achieved in the research we select the approach that can optimally fulfill the requirements of answering the research question. Following chapter will guide us through the existing literature on the topic of research and consequently phrase the hypothesis in line with the research scope.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

The motive of the paper is to understand the impact of introducing fun activities on overall employee satisfaction and welfare. Employee contentment is observed to play a curial role in determining company's success (William, 2003). Hence, it has become a common practice to incorporate fun activities at work not only to keep their employees happy with the working environment but to increase their competitiveness (Cranny, 1992). Nevertheless, numerous firms do this to differentiate themselves from other companies. Adapting this fun approach towards work facilitating more casual atmosphere at office and is found to be beneficial for not just the employees but also for the employers (Erikson, 1968).

Although it is been debated that competency of the staff members is fluctuating due to many aspects like environment, number of assigned tasks, state of mind, etc. But, Paul (2002) observes the magnitude of number of aspect and conforms that among all of them fun at work manifests to be the one having exceptionally high rates in enhancing firms capability. It is also significant that with the world becoming more competitive, human force is particularly the factor separating one firm from the other (Spector, 1997).

Looking in detail into the concept, Rockman (2003) talks about a new dimension of implementing fun during working hours. In this observation he attends and implies that such activities also amplify the staff welfare. However, it was common to see a complex relationship between work satisfaction and well-being while contemplating the outcomes of fun in most of the research papers. Although the importance of this is showing a rising trend there is not much research done in this area of study.

Scoping into this multifarious affiliation among these aspects this study endeavors to comprehend the influence of workplace fun on staff welfare and job satisfaction. To start with,

we define these aspects aiding the conception of the idea. Then we study the three dimensional relationship between these aspects of fun at work, well-being and job satisfaction.

2.2 Work Place fun

Workplace fun can be described as social interpersonal events carried out at office with a cheerful or humorous nature (Fluegge, 2008). These activities are expected to promote enjoyment, amusement, pleasure, creativity and adaptability (Chan, 2010).

There are various types of fun activities which can be broadly classified into two, namely, tangible and intangible fun (Meyer, 1999). Acts like sports events, games, social meetings, competitions, and others create tangible fun. Among the most common form of tangible fun are video games, Ping-Pong and indoor golf which are heavily used by the companies. But in order to enjoy and make most of these activities, staff should be allocated sufficient time in the way of even breaks (Ford, McLaughlin and Newstrom, 2003).

Tangible fun is recognized to play a very important role to enhance the overall effectiveness of fun at work. Therefore, many researcher like Berger (2002) & Hall-Indiana and Harland (2005) recommend addition of these into the work culture. Furthermore, the numerous methods of aiding tangible fun target areas such as professional milestones, personal events, social events, competitions or community gathering.

More importantly contemplating the results of these exercises Greenwich (2001) draws the conclusion that they are capable of motivating and energizing work force. On the whole, events involving meals and short trips are observed to be most preferred by employees (Karl, Peluchette and Hall, 2008). Nevertheless, acts of awarding staff for superior performance and working in teams are expected to motivate, polish and improve skills over and above creating fun (Karl, 2005).

While intangible fun can be explained as a form of attachment, feeling or atmosphere that is created within the working environment. Humor is often found to be a very evident in creating and maintaining this type of atmosphere .Emphasizing this using a case of social service workers, Davies and Scott (1999) argue that without humor it will be quite problematic to deal

with stress and threatening events faced by them. Also in similar lines, Duncan (1989) debates that laughing and humor are most productive while countering the problems of mental pressure. Hence, Fun is usually perceived to be positive in nature (Karl and Peluchette 2006).

In addition, considering the importance of humor for keeping the employees connected in a positive way it is also debatable that it may be destructive at times (Feigelson, 1998). Giving an example of this, humors is not appreciated as it can have negative impact at the time of serious discussions or announcing bad news (Baldry and Hallier 2010).

However, one of the major concerns raised in regards to this way is its measurability. As it is difficult to measure if the employees are having fun or no, or even if the activity is sensed to create fun or not from an external point of view. Workplace fun specifically is defined as a work environment that intentionally initiates, supports and encourages various pleasurable and enjoyable activities (Ford, McLaughlin and Newstrom, 2003).

Apart from creating a positive environment in the organization fun is also expected to maintain current staff and attract new effective staff (Chan 2010). More importantly, it improves the current employee base by polishing their skills like good team coordination, reliability, leadership and communicating in the opinion of Aldag and Sherony (2001). Also, it is debated that the regular working environment in the office are less productive with the absence of workplace fun. Hence, it is anticipated to increase the overall working capacity of the staff (Van, 1982). But, it is to be considered that events will have these impacts only if they are pleasing and entertaining in perception of the targeted employees (Lundin, 2002).

Chan (2010) studies various fun activities in accordance with target audiences and purposes and builds a framework to honor its effectiveness. He inputs the basic condition in this framework that fun events should be staff, supervisor or strategy oriented. Underlining, staff oriented to emphasis on creating fun for the workers, while the one's directed towards supervisors needs to concentrate on building good relations between the seniors and the subordinates. On the other hand, events that target on developing skills are labeled to be strategy oriented. These can be used in combination or individually as and when required.

2.2.1 Attitude towards fun

Every person is not the same and therefore they will differ in their opinion and attitude towards fun activities. However they can be dissimilar in few or numerous aspects (Aldag and Sherony, 2001). For instance, it is possible that all employees do not think that it is right to have fun activities in a work environment. Explaining the reason for these kinds of differences Aldag and Sherony (2001) identifies that one's opinion towards fun at work is influenced by their socialization encounters, work experiences, level of influence from co-workers and their personal characteristics.

So as every employee is different they see the outcomes of having workplace fun differently. For example, while few of them see fun negatively and think it just increases effort and causes chaos, others might view them with a positive attitude and a means of boosting employee productivity (Peluchette and Karl, 2005).

Employee prospective of viewing fun activities can differ based on many of their personal attributes such as age, gender, job tenure, marital status, education, etc. Clark (1997) & Rijk, Nijhuis and Alexanderson (2009). However, research focuses on only gender and age as they the most common control variables used among the studies. Difference in view towards various activities are recognized in the literature which for the crux of forming these assumptions.

(a) Gender

Analyzing gender based differences it observed that female's are much more satisfied with their jobs when compared to male's respondents among the same work settings (Clark, 1997 & Rijk, Nijhuis and Alexanderson, 2009). Additionally, it was also noted that males and females differ in their preference towards various fun activities. Males generally tend to enjoy outdoor sports activities while do not prefer them. Instead they show traits of favoring social events like dinners and gatherings over other outdoor sports (Karl and Harland, 2005). Therefore, few other differences in anticipating effectiveness of fun activities are expected to be evident. Hence, the following assumption is formed underlining the recorded difference in view of the respondents.

Hypothesis 1: Males and females differ in their attitude towards workplace fun.

(b) Age

People from different age groups are noted to have a contrast in their perspective towards the concept of fun at work. Studying the need of fun for higher job satisfaction Falcon (1991) found that aged manager were convincingly contented with their jobs when compared to young managers. Also, Kumar and Girl (2009) experienced this contrast in opinion as youngsters were found to be more attracted towards fun activities while aged people saw it as waste of time, resources and energy. He termed this finding as balance in the generation gap.

Validating this difference based on the age if the individual, Erikson (1986) studied the life span theory. He points out that while young employees build their identities as adults they tend to grasp values for socialization and development. These values are generally adapted by the individual's from their working environment. Hence, he draws that fun is important to employees who actually experienced some form of it and consider it to be the part of working environment accepts fun at work and the opinion on others can be varied.

A general differentiation in the belief of the people based on their age is been seen in the literature and the existence of the theory X and Y introduced by Dougals (1960) validates these distinction in the working environment. Wherein in generation X represents the older population and generation Y comprises of older personals born after 1982 (Hair, Black, Babin and Anderson, 2010). Therefore this theory is been use in the research in order to have a clear classification of young and old respondents.

Hypothesis 2: Young and old employees differ in their attitude towards workplace fun.

2.3 Workplace fun and job satisfaction

Job satisfaction has numerous meanings as it is been widely used in the scientific research. In relation to the factors studied job satisfaction can be seen as the feeling among the employees that they are happy and content with not just their work but also with the working environment (Karl and Peluchette 2006). Although this approach towards work satisfaction makes it an

internal aspect that is related to the personal feeling of the person, it is influenced by numerous external determinants (Aziri, 2011).

Job satisfaction is seen to be directly influenced by staff mood and therefore it is crucial for the firms to maintain their good mood to insure higher satisfaction (Weiss, 2002). Keeping up positive state of mind of the employee has far more effect than just increasing employee productivity. This relationship is also been validated by Weiss (2002) as he draws direct association between work content, performance and employees state of mind.

Moreover, it was also identified that staff is tend to be more attentive and accessible when in positive state of mind (Clark and Schwartz, 1976 & Isen 1972). Although these were general studies on individual behavior, Spector (1997) draw similar outcomes while investigating organizational behavior of the staff. While Berg (2001) debates that apart from ensuring job content, good mood also leads to better customer service.

Another aspect that is seen to have significant implication on individual content is workload. It can be described as the volume of assignments allocated to the individual at the given point (Schultz, 2002). In recent time, complains regarding excessive workload is seen to be very frequent in the organizations (Clarkberg and Merola, 2003).

As in this competitive work environment it is essential for the firms to use their work force optimally, it is vital to consider employee potential and ability to deal with pressure before pushing them for higher performance under work pressure (Schultz, 2002). Nonetheless, both the situation of extremely high or low workload were identified to reduce staffs efficiency and satisfaction.

Although high workload is generally seen as a negative concept Clarkberg and Merola (2003), appeal it to be an opportunity to the members to learn new things and prosper. As dealing with variety of situations enhances individual's experience (Schultz, 2002). However, fun activities are perceived to relief the staff from pressure of workload by means of multiple authorized breaks and therefore amplify its positive effects.

Independent of tackling the problem of the employee's fun at work is also aimed to polish the creativity skills of the staff. With the increase in competition the importance of creativity in

organizations success has increased considerably (Glynn, 1988). Also, globalization has fastened the pace of changing environment and therefore demands the firm to be more dynamic in their acts. Moreover it is been argued that firms can no more get away by using same old solution as are facing new and varied problems (Isen, 1987).

Ziv (1976) determines three techniques to enhance the creativity, first one being bringing about a change in the office culture to support creative thinking. Second way is to hire creative people and the third method is to take an initiative to make the current staff more creative by means of day to day activities. Although creativity is argued to be an inborn skill, Amabile (1997:42) reveals that, “all humans with normal capacities are able to produce at least moderately creative work in some domain, some of the time and that the work environment can influence both the level and the frequency of creative behavior.”

More specifically, Ziv (1989) points that creativity is enhanced when knowledge, motivation and creativity skills are present in an individual. However, with fun at work creativity of the employee's is boosted and therefore is beneficial for the organization (Glynn, 1988).

Another area of rising concern that can be resolved using fun at work is flexibility in work. Flexibility in work means the availability of the option to work out of the normal workings, also instead of being monotonous they can be changed as and when needed (Bauer, 2004). However, flexibility was observed to be an heterogeneous concept as it is different from individual to individual if they want it or not. And therefore affecting the outcomes of initiating flexibility at work based on individual preference (Plantenga and Remery, 2009).

These concerns are noted to be rising intensively as work life comprises of long working hours accompanied by excessive workload (Plantenga and Remery, 2009). However, introducing workplace fun is expected not only to lower these grievances but also enhance employee flexibility (Bauer, 2004).

Among the other vital factors with great influence on job satisfaction are the issues of turnover and positive working atmosphere. All the problems discussed above lead to job dissatisfaction and hence aggravate the rate of staff turnover. While turnover is curial from employer's point of view, work place environment is considered to have direct association with work life

satisfaction. With positive state of mind and higher flexibility at work fun events are anticipated to improve the overall atmosphere in the office.

2.4 Workplace fun and well Being

Looking on the influence of fun it can be noted that staff well-being tends to increase with implementation of fun at work. “Employee well-being involves;

- a) Maintaining a healthy body by making healthy choices about diet, exercise and leisure.
- b) Developing an attitude of mind that enables the employee to have self-confidence, self-respect and to be emotionally resilient.
- c) Having a sense of purpose, feelings of fulfillment and meaning.
- d) Possessing an active mind that is alert, open to new experiences, curious and creative.
- e) Having a network of relationships that are supportive and nurturing” (CIPD, 2007: 5).

It is common to see humor being a part of fun activities and places a crucial role in improving health of the staff. In this aspect humor is seen as sense of humor among the staff to study its influence on staff welfare. Therefore it can be understood as a personal feature of an individual. In contrast, fun is generated with social interaction by means of fun activities. However, it is not possible to separate the concept of fun from humor and laughter as they usually come in combination (Duncan and Feisal, 1989).

Nevertheless, it is clear that advocating humor in office premises will generate more fun and attached welfare within the firm (Isen and Gorgoglione, 1983). But humor is again a subjective concept and therefore its effectiveness is subject to personal linking. Also, creating a good state of mind with the help of humor relies heavily on presumption of the crowd. This means that the group should take humor as fun and not in any other intension. This is possible only if the attempt to be funny is made at the right situation and not when is not expected or inappropriate to crack a joke.

Although fun and humor seem to operate in the same manner the difference between the two lies in the fact, humor creates only laughter whereas fun additionally acts as a motivator and therefore is more preferred concept among the firms as it serves the purpose right. In the same manner, even the job content of the individual is also improved with humor and fun at work. This makes the employee feel cheerful and take pleasure in the duties they perform (Karl and Peluchette, 2006).

Although humor makes every effort to uphold the staff welfare there are several other factors that contribute in decreasing the overall well-being of the employees. Stress and fatigue linked to the work are identified to be one of the major reasons for this (Karl, 2007). The seriousness of these negative influence is also been noted by many researchers like Lee and Ashforth (1996) & Cameron, Horsburgh and Stassen (1994) who distinguish stress from burnout factor, which signifies exhaustion. Building on this insight, Karl and Peluchette (2008) comments that workload and exhaustion are observed to be considerable reason contributing to increase in stress problems.

Also, other factors like sense of depression and lack of power in an individual's life in relation to their work life, such as behavior of their supervisor and their working schedule can add on to the stress in the opinion of Ahmad and Mehta (1997). Effects of stress on health can be as serious as leading to issues like heart diseases as revealed by Murray and Lopez, (1996). But with fun activities involved in the working environment mental stress among the staff can be reduced and therefore motivate them, making them more enthusiastic and efficient. Fun at work is perceived to enhance employee welfare and result in fewer complaints of stress and exhaustion (Karl and Peluchette, 2006b).

Employee personal life and health is undoubtedly affected by the work life. Majorly caused due to the fact that individuals spend one day at their offices. Validating this assumption MchGhee (2000) conclude that work satisfaction contributes for about one of the five portion in a quarter in their life. Adding to this conclusion is the research done by Spector (1997) who find .50 to .60 correlation between work content and life satisfaction.

While identifying the personal importance of work for the employees in order to improve the overall life satisfaction of the staff, Miller (1996) state that as the hours spend at work are very high it is very curial for an individual to spend this time happily to have a cheerful and satisfied

life. Spector (1997) comments that an individual's happiness can be measured by studying their feeling towards their job.

Apart from the above discussed effects, persons intention to take an off from work is reduced with fun activities being a part of daily routine (Karl and Peluchette, 2008). Nevertheless, incorporating fun at work is also expected to enhance and stronger the bond among the employees as they perform or take part in numerous fun activities. This also leads to better customer service (Berg, 2001).

2.5 Impacts on job satisfaction and well-being

Common criticisms were noted in the literature about no clear distinction between employee content and welfare in early studies. However, even though the recent researcher has attempted to solve this issue and have succeeded in doing so, the results are still debatable as the factors are interlinked and subjective in nature.

Most of the factors studying the two aspects can usually be reviewed by either of them. For instance, Judge, Thoresen, Bono and Patton (2001) using the meta- analysis reveals that employees performance has strong positive relation with their work satisfaction. Although this relationship is debatable and may queries on this has been raised, which are yet not resolved but it is still evident fun has remarkable contribution in improving work satisfaction of the staff (MchGhee, 2000 & Miller, 1996). Nevertheless, a significant relation with positive linkage was identified among employee performance and their welfare.

Also, while study of many factors like contemporary turnover is carried using the level of job satisfaction Fisher and Hanna (1931) argues this assumption and states employee welfare to be equally important in predicting turnover. Furthermore, in a study testing dissatisfied staff it was discovered that employee welfare had much larger contribution for staff turnover when compared to other studies which usually show illustrate job satisfaction to be the key player (Spector, 1997). Within the concept of staff turnover this study predicts 90% of the employee

turnover and 50% of employee absenteeism to be related to the level of their job content (Fisher and Hanna, 1931).

Additionally, it was also noted that staff behaves more accessible, acts in a collectively and timely manner if they are contented. Also, unlike dissatisfied members they are usually for a longer period with the firm (Spector, 1997). Anyhow, fun was observed to have positive impact on level of employee's contentment and welfare.

Hypothesis 3: Fun at work has a positive impact on job satisfaction and well-being.

2.6 Conclusion

In conclusion, fun at work can be created by using two techniques, tangible and intangible activities. However, it was seen that intangible fun accompanies as we carry out events using tangible activities, adding to the effectiveness of such events.

Whereas, looking at its effect in relation to job satisfaction it was seen to facilitate good state of mind, reduce workload, satisfy the need of flexibility at work, making employee more creative and hence provide a superior working environment. Therefore lead to better staff content and decrease the staff turnover rate.

On the other hand, consider the implication of fun activities on workforce welfare it was examined that humor plays a curial role and is mostly accompanied with fun events. The commonly are found to be very effective in reducing stress and absenteeism while enhancing the overall life satisfaction of the staff.

And therefore on a whole have a positive impact on employee satisfaction and well-being. However, each individual is distinct and has varied belief and attitude towards fun activities and also on acceptance of fun at work. Hence, efficiency of fun activities in rising job satisfaction and well-being is subject to variation.

This paper examines this assumption by focusing on age and gender of the respondents to understand the difference in their opinion as these factors are commonly used as the control

variables. Additionally, it also studies the impact of fun at work on job satisfaction and staff welfare. This is done by formulating respective hypothesis for all the three cases mentioned above. Next chapter discusses the method and technique that will be adapted in the research to test these assumptions.

CHAPTER 3: METHODOLOGY

3.1 Introduction

In the earlier chapter the appropriate sub topics (job satisfaction, fun at work and employee welfare) of the research has been studied. This study of the interrelation between the sub topics lead to the formulation of three hypotheses through which the study was looked upon with new dimensions. Hypothesis one and two focuses on the recent areas of research which can help in gaining absolute results of implementations in workplace fun. While, third hypothesis looks at a whole new approach. In this chapter, we talk about the method that has been used for the collecting and analysing the data which in turn will be used to test the formulated hypothesis. This chapter also highlights the stepwise procedure that was adopted to carry out the study. It also talks about different research methods and justification of why the methods have been selected, from the researchers view point, as every method has its own advantages and disadvantages.

3.2 Research Philosophy

The word research philosophy refers to evolving of the knowledge and building up its nature. In researcher's point of view, this term can be assumed as not only towards the data collection but also towards how is the data used and examined. New foresights are obviously expected to be formed, even though the researcher is exploring in the well-defined areas. There are two broad ways in which this term can be classified i.e. epistemology and ontology.

Different authors have different ways of looking at a specific term, similarly the term epistemology can be defined as the study where beliefs are justified and can also be seen as a study of knowledge (Eriksson and Kovalainen, 2008). Whereas, epistemology can also be

defined as a procedure where good and bad knowledge can be classified and understood and how the understanding has been formed (Cunliffe, 2006).

However, the term ontology studies the concern related to the reality and human behaviour (Bryman, 2001). It is defined by Wand and Weber (1993:220) ontology refers as "a branch of philosophy concerned with articulating the nature and structure of the world." Hatch and Cunliffe (2006) use an example of workplace report to understand the concept of ontology. The authors over here have debated on whether this report shows the actual situation or it shows the thinking of the researcher. Hatch and Cunliffe (2006) also focuses on compound characteristics like, capacity, culture and control and they have also talked over whether these characteristics are just in the researchers mind or do they really exist.

However, there are three approaches i.e. interpretivist (also referred as antipositivist), positivist and realist (Galliers, 1991) that are been analysed in the western culture of science. These three terms are not only different from their main conception but they also classify a number of approaches under common heads.

Interpretivism

In this kind of approach it is seen that only subjective analysis can study the reality. Interpretivism is an "epistemology that it is necessary for the researcher to understand differences between humans in our role as social actors" (Saunders, 2007). Unlike positivism this approach cannot ignore understanding the exceptions studied. Study of exceptions itself is very important in interpretivism.

Positivism

Positivism is a research approach that is broadly agreed and known in comprehensive research strategies. The belief that the reality is balanced and can be examined and argued from an objective standpoint without understanding the exceptions that are been studied, can be referred to as positivism (Levin, 1998).

Realist

Realism is an approach that considers elements from both the above approaches to balance the two. Because both positivism and interpretivism are beyond reason where interpretivism is completely of subjective nature and positivism is more deterministic.

Any of the above three approaches can be taken by the researcher while doing the research. But, the method of data collection and analysis will be highly influenced by the researchers approach towards reality.

3.3 Research Strategy

The most important part of the analysis is the stage of research strategy. Research strategy is a term which defines the plan of the researcher of how will he/she answer the research question (Remenyi, 2003). According to Saunders (2009), research strategy allows the researcher to figure out the overall process and also assists the progress of the research. A research strategy chosen to be suitable must consider several determinants which include objectives, research question, up-to date information on the subject etc. (Saunders, 2009).

Different approaches like surveys, case studies, experiments, ethnography etc. can be considered while carrying out an analysis. Surveys are usually done to study aspects like behavior, opinions, or peculiarity of the target group. In this kind of approach questionnaires are distributed to the respondents and the data is collected (Pinsonneault and Kraemer, 1993). On the other hand, case study does the same but with a bit more emphasis on the relating case. Whereas, experiment technique is used to study the relative change in the subject (Cherry, 2013). Lastly, ethnographic approach is a method that focuses on inspecting beneficial experiences (Geertz, 1973). This approach is generally accepted and is a very productive way of carrying out a research. The main aim of this kind of study is to highlight the behavior and expectations of the target audience.

After studying all the mentioned approaches the researcher decided to apply the case study approach in the research. Although there are many common characteristics between the survey and the case study approach, detailed research is been carried out in the case study approach with

higher validity of the data collected. This is because more time and effort is put into data collection in case study when compared to survey (Yin, 1981).

The connection between different factors is been understood better in the case study approach as it considers small number of subjects for study. However, this depends on the researcher's point of view about the reality and accordingly can be positivist or interpretivist in nature. According to Bryman (2012) another thing that depends on the researchers view point is the selection of the tools and techniques of data collection.

It is argued that, the scope of the case study technique is confined; because the details that are involved are discussed in pertinence to particular case. Yet on the counterpart it considers numerous aspects. One of the main weak point of the case study is the non-contribution to the excersie that is built by the model. The solution to beat this disadvantage of the case study is to engage in fieldwork in advance (Attewell and Rule, 1991).

However, it is crucial to identify the apt approach for data collection beforehand in association to the aims of the research. Data collection can be done by two predominant ways i.e. qualitative and quantitative. In the case study approach data can be collected by both qualitative as well as quantitative method. The qualitative data is in descriptive form whereas the data collected in quantitative method is statistical (Shrestha, 2003). Also quantitative data can aid to generalize the result as it presents the image of the target audience in terms of various factors such as age, sex etc. (Yin, 1981).

The data can be collected by using different methods like documentary data, interviews, questionnaire and observation. A data collection method for the research is chosen depending on other factors like the research question, available material and the area of study (Yin, 1981). Additionally, both the methods can be used together or by itself. Anyhow, in social sciences both the methods have a very clear distinction.

Each has set of its own advantages and disadvantages and also reinforces or opposes number of research approaches. For example, interpretative view aligned with qualitative research, stating that it is essential to understand the subject of study in natural setting in order to ensure credible results (Bryman and Bell, 2011).

However, case study approach is backed up by both interpretivist and positivist view (Schell, 1992). Researcher takes a positivist view in approaching knowledge. Hence, in alignment to this data shall be collected by adopting quantitative technique making use of questionnaires.

3.4 Data collection

There are various steps to be followed in the data collection process. First and foremost is to identify the target audience for the analysis. In this paper the researcher has selected two companies from which the data has been collected in order to overcome the disadvantage of the case study method, pointing that conclusion based on the results cannot be generalized (Bryman and Cramer, 2011). It is been generally noted that middle level management of the companies have common problems related to job satisfaction and face mental or physical issues.

Sample set for this study consisted of a total of 100 employees with an equal number of respondents from both Rosy Blue Diamonds and Orra Jewellery. Although, both of these firm belong to the Indian jewel industry they are based in distinct sub sector. While the former comes from a manufacturing and polishing background the latter belongs to the retail sector. Making an attempt to understand the behavior of the employees from different sub-sectors and hence facilitating a broad base to the study.

Moreover, in order to study a common opinion of both the genders we have kept a good balance while selecting our respondents. Out of which 52 percent corresponded to male sub set and 48 percent corresponded to the female set. Also, due importance was given to the age was the employees considered for the study. Wide age range of the respondents was acquired with a ranging age from a young 22 years old to a fairly old employee of 58 years old.

Now when the target audience is well defined, next step is to consider and argue on the chosen method to collect the data. Questionnaire technique was applied to acquire the required data. Questionnaire as the name suggests is an instrument with a set of questions using which data can

be collected from the subjects (Webb, 2000). Questionnaires are a very simple yet effective means of data collection as it aids acquiring a larger quantity of replies (Lietz, 2009).

Questions asked in the questionnaires can be either open ended or closed ended. But, as the study deals with human behavior which is a subjective concept, open ended questions is considered to be more adequate in obtaining rich data (Webb, 2000). However, it has its own disadvantage and tends to land a researcher with large and at times irrelevant data. Hence, to surpass it a scale method is been used.

A five stop scale is used with 1 representing strong disagreement, 2 representing disagreement, 3 representing neutral, 4 representing agreement and 5 representing strong agreement. This approach of collecting data aids in statistical analysis. Therefore, resulting in a more credible work and also enables comparison to other similar researches (Lietz, 2009).

Table 3.2 provides with the list of questions that were used in the questionnaire with their source of origin. Each of these questions study a respective variable which in turn help to test the hypotheses formulated in the previous chapter. Table 3.2 provides a view to the hypothesis wise assorted variables and their respective question number.

Table 3.1 List of questions.

Table representing list of questions asked in the questionnaire and the authors that discuss these aspects

No.	Author	Questions
1.	Berg (2001)	Do you think workplace fun enhances the bonding between employees?
2.	Lundin (2002)	Does fun activates boost the working capacity of the employees?
3.	Van (1982)	Have achieving targets become easier with introduction of fun?
4.	Karl and Harland (2005)	Do you prefer activities like sports and outdoor games?

5.	Karl and Harland (2005)	Do you favor social events like dinner or gathering over sports events?
6.		Does fun reduces your work load?
7.	Miller (2005)	Has workplace fun brought about increase in your creativity?
8.	Murray and Lopez (1996)	Do fun activities aid in countering issues related to depression?
9.	Spector (1997)	Has staff turnover reduced since the time company has implemented workplace fun?
10.	Karl and Peluchette(2008)	Does fun help in reducing exhaustion?
11.	Ahmad and Mehta (1997)	In your opinion has fun activities supported in maintaining good health?
12.	Even, Kumar and Girl (2009)	Do you consider fun at work as waste of time and energy?
13.	Paul (2002)	Has your working efficiency improved with implementation of workplace fun in the company?
14.	Davies and Scott (1999)	Do you face less stress related problems now after fun activities being introduced?
15.	Weiss (2002)	Does fun at work facilitate in improving your mood?
16.	Ahmad and Mehta (1997)	Do you feel workplace fun aid in polishing your skills?
17.	Plantenga and Remery (2009)	Have you witnessed more flexibility in work with fun at work?
18.	Fisher and Hanna (1931)	Has absenteeism decreased as a result of fun activities?
19.	Chan (2010)	Do you think fun creates an positive atmosphere at office?
20.	MchGhee (2000) & Miller (1996)	Has fun activities amplified your overall life satisfaction?

Table 3.2 List of variables.

Classification of variables that study the formulated hypothesis.

Hypothesis	Variable	Questions
1	Outdoor sports	4
1	Social gatherings	5
1	Tackle depression	8
1 & 2	Reduces exhaustion	10
1 & 3	Reduced work load	6
1 & 3	Creativity	7
2	Working capacity	2
2	Waste of time and energy	12
2	Increases work efficiency	13
2	Development of skills	16
2 & 3	Achieving targets	3
2 & 3	Reduces stress	14
3	Employee bonding	1
3	Reduction in staff turnover	9
3	Maintaining health	11
3	Facilitates good mood	15
3	Flexibility	17
3	Reduces absenteeism	18

3	Creation of positive environment	19
3	Life satisfaction	20

After the finalization of the questionnaire it was sent out to five staff members from the company as a pilot test to tackle any manner of confusion in understanding the questions at an early stage and rectify the mistakes. This also enhances the credibility of the collected data. Moreover, this step was important to overcome the common criticism of this method that questions can often be misinterpretation by the respondents (Malhotra, 2010).

3.5 Data analysis

Numeric data has been collected using the questionnaires. We will carry out statistical tests to test the validity of the the hypothesis that were formulated in chapter 2. In specific, researcher aims to study the diversity in the data using descriptive analysis.

Descriptive analysis comprise of evaluating data set using the measures of central tendency, i.e. calculating mean, median and mode. While variance in the responses are been observed using standard deviation (Walker and Helen, 1931).

We start testing the hypothesis in the chronological order. Hypothesis one is tested by studying two dimensional effects of workplace fun; on job satisfaction and welfare. Variables Reduces absenteeism, Life satisfaction, Reduces stress, Maintaining health and Employee bonding help testing the impact of fun on employee well-being. While Facilitates good mood, Flexibility, Achieving targets, Creation of positive environment, Reduction in staff turnover, Creativity and Reduced work load are identified in the literature to be the predictors of effects of fun activities on employee content.

Variables named Reduces exhaustion, Reduced work load, Outdoor sports, Tackle depression Social gatherings and Creativity from the table 3.2 are adopted to test hypothesis two. Here we

study all the factors independently in relation to the gender of the employees aiding in an in-depth gender based analysis of respective factor (Babbie, Halley and Zaino, 2007).

Hypothesis three is aimed towards identifying any significant difference in opinion of the employees based on their age group. Hence, at this stage we will divide the data set into 2 groups, generation X and generation Y representing old and young respondents respectively as studied in chapter 2.

Here, factors like Development of skills, Increases work efficiency, Achieving targets, Reduces exhaustion, Working capacity, Reduces stress and Waste of time and energy are used to test this hypothesis based on the literature reviewed in the earlier chapter.

Apart from this, while studying the results highly rated factors will be identified as actions on them this will help the company to target the right area to get maximum results.

3.6 Conclusion

In the first part of this chapter we through some light on different research philosophies. After discussing the broad concepts of epistemology and ontology we narrow down to consider various views on reality. While in the latter part discussion relating to the research process is been done, starting with the basis of choosing the case study method. But, case study can be done though either qualitative or quantitative approach. Yet, researcher has opted for the quantitative approach using questionnaire method as it correlates to the researchers positivist view on reality.

In the next part, we move from data collection to data analysis. The process of data analysis is elaborated in this section while describing the different test that will be run in order to test the validity of the formulated hypothesis. Also, the credibility of these tests is seen through their practical implication.

CHAPTER 4: RESULTS

4.1 Introduction

In this chapter we discuss the results of the analysis carried on the data collect through questionnaires. Our data set comprises of 100 respondents working in the companies Rosy Blue Daimond and Orra Jewellery both belonging to the jewellery industry. However, they are from different sectors in the industry facilitating a good diversity in opinions on effects of work place fun. The aim of this chapter is to test the validity of the hypothesis formed in the previous chapter by critically evaluating the results of the descriptive test carried on the collected data.

In order to do this we divide this chapter into 3 parts each test one hypothesis in the chronological order. Additionally, we also identify the variables among the set that majorly contribute to the results by using measures of central tendency. Moreover, to test the credibility of these variables we also carry out variance test using standard deviation.

4.2 Hypothesis 1

H1: Males and females differ in their attitude towards workplace fun.

It was observed from the replies of the respondents over outdoor sports that males prefer such activities (Mean = 3.8, S.D = 0.9) while females do not incline towards it (Mean = 1.7, S.D = 0.7), from table 1. Standard deviation being very less in both the cases signifies this difference, supporting this clear distinction in their attitude towards outdoor sport activities was noted through the mean of the scores given by male and female employees.

Similar results were obtained by studying the variable social gathering as female respondents were seen to prefer it over outdoor sports (M = 3.6, S.D = 1.4) while males are unbiased in their opinion (M = 2.7, S.D = 1.4). However when compared to the scores for outdoor sports, social gathering had a lot of variability in opinion of both male and female respondents.

Moving on the variable reduced workload males and females demonstrate significant difference in their responses. While a male's average reply stands at 4 (S.D = 0.9), thoroughly agreeing

with the concept of fun reduces workload. Female respondents showed disagreement with it, as their average score was 2 (S.D = 0.9).

Whereas analyzing the results of variables; creativity, tackle depression and reduces exhaustion represent common consensus on male supporting the notion and female respondents being moderate in the opinion. Nevertheless, slight difference in the thinking was observed from the average of their respective replies; Creativity (Male mean = 3.3, Female mean = 2.5), Tackle depression (Male mean = 3.4, Female mean = 2.7) and Reduces exhaustion (Male mean = 3.5, Female mean = 2.7). However, the replies for all these vary considerably as the standard deviation for most of them is close to 1.5.

All of the 6 variables studying this hypothesis show distinction among the attitudes of male and female respondents with standard deviation being less than 1.5 in every case, increasing the credibility of the results. Therefore, it can be concluded the hypothesis 1 passes.

Table 4.1: Results of descriptive based on gender

Table listing the results for descriptive analysis run on the variables test hypothesis 1.

Variables	Gender	N	Mean	Std. Deviation
Outdoor sports	Male	52	3.8269	.90144
	Female	48	1.6875	.68901
Social gatherings	Male	52	2.7308	1.47017
	Female	48	3.6042	1.41029
Reduced work load	Male	52	3.9615	.94892
	Female	48	2.0833	.94155
Creativity	Male	52	3.3462	1.39866
	Female	48	2.5417	1.35204

Tackle depression	Male	52	3.4423	1.37789
	Female	48	2.6667	1.46350
Reduces exhaustion	Male	52	3.4615	1.11076
	Female	48	2.6667	1.31008

4.3 Hypothesis 2

H2: Young and old employees differ in their attitude towards workplace fun.

From table 2, it can be seen that factors like working capacity (old employee mean = 3, young employee mean = 3.6), achieving targets (old employee mean = 3.1, young employee mean = 2.9) and Reduces exhaustion (old employee mean = 2.9, young employee mean = 3.3) do not demonstrate major difference in the viewpoint of old and young employees of the companies.

While, employee beliefs towards considering workplace fun to be waste of time and energy and increasing work efficiency show momentous difference. As old employee show agreement on fun at work being waste of time and energy (Mean = 3.3, S.D = 1.5) but young employees deny it (Mean = 1.8, S.D = 1.4). Although old employees gave agreement on the aspect of workplace fun increasing their working efficiency from their replies (Mean = 2.9, S.D = 1.2), younger employees strongly agree to this (Mean = 4, S.D = 1).

On the other hand, the idea of workplace fun reduces stress (old employee mean = 3, young employee mean = 3.7) and helps in developing skills (old employee mean = 3, young employee mean = 3.7) got overall neutral replies from the older employees whereas younger employees demonstrated agreement to the questions in their response. Hence, it can be said that slight differentiation in attitude of old and young employees were observed on the basis of the scores given by them respectively.

Therefore, with two factors exhibiting critical discrepancy based on the age of employees, five others revealing minor difference. It can be argued that although minor but there are difference in the attitude of old and young employees towards workplace fun. Hence, passing hypothesis 2.

Table 4.2: Results of descriptive based on age

Table listing the results for descriptive analysis run on the variables test hypothesis 2.

Variables	Age	N	Mean	Std. Deviation
Working capacity	Old Employees	57	3.0526	1.32855
	Young Employees	43	3.5814	1.19985
Achieving targets	Old Employees	57	3.1404	1.39436
	Young Employees	43	2.9302	1.36966
Reduces exhaustion	Old Employees	57	2.9298	1.27978
	Young Employees	43	3.2791	1.24069
Waste of time and energy	Old Employees	57	3.3404	1.49330
	Young Employees	43	1.8023	1.38933
Increases work efficiency	Old Employees	57	2.9825	1.24630
	Young Employees	43	4.0233	1.03483
Reduces stress	Old Employees	57	3.0175	1.32949
	Young Employees	43	3.7674	1.13047
Development of skills	Old Employees	57	2.9649	1.54648
	Young Employees	43	3.7209	1.31521

4.4 Hypothesis 3

H3: workplace fun has a positive impact on job satisfaction and well-being.

Starting with factors studying employee well-being, it can be seen in table 3 that fun reduces stress (Mean = 3.4, S.D = 1.3), reduces absenteeism (Mean = 3.4, S.D = 1.2) and increases life satisfaction (Mean = 3.4, S.D = 1.3) according to the respondents. Additionally, fun also has equally important effects on employee bonding (Mean = 3.3, S.D = 1.3) and maintaining health (Mean = 3.2, S.D = 1.2). Hence it not wrong to state that workplace fun is seen to have an overall positive impact on employee well-being.

Unlike this part, variables studying effects of fun on job satisfaction exhibit slight variation. While Flexibility (Mean = 3.6, S.D = 1.2), Reduction in staff turnover (Mean = 3.3, S.D = 1.2) and facilitates good mood (Mean = 3.3, S.D = 1.3) shows relatively strong agreement to the hypothesis. Others like Achieving targets (Mean = 3, S.D = 1.4), Reduced workload (Mean = 3, S.D = 1.3), Creativity (Mean = 3, S.D = 1.4) and Creation of positive environment (Mean = 3, S.D = 1.4) depict slight weaker but still positive relation to workplace fun. Therefore, it can be concluded that job satisfaction is positively affected by introduction of workplace fun.

Hence, even hypothesis 3 is validated.

Table 4.3: Results of descriptive for Employee well-being and job satisfaction

Table listing the results for descriptive analysis run on the variables test hypothesis 3.

Factor studied	Variable	Mean	Std. Deviation
Employee well-being	Employee bonding	3.2800	1.32635
	Maintaining health	3.2300	1.24604
	Reduces stress	3.4400	1.25786
	Reduces absenteeism	3.4400	1.18339
	Life satisfaction	3.3800	1.31641
	Job satisfaction	Achieving targets	3.0500
Reduced work load		3.0600	1.33197
Creativity		2.9600	1.42786
Reduction in staff turnover		3.3400	1.24900
Facilitates good mood		3.3400	1.29662
Flexibility		3.5500	1.21751
	Creation of positive environment	2.9600	1.44893

4.5 Conclusion

Although all the factors studying gender based distinction towards workplace fun draw positive result in the favour of the hypothesis it is essential to note that preference towards outdoor sports show major difference in opinion (Male mean = 3.8, Female mean 1.7) and also the belief of workplace fun reducing workload demonstrate similar but more evident results (Male mean = 4, Female mean =2). Signifying that neither females like outdoor sports nor does workplace fun reduces their workload. This conclusion can be validated looking at the respective standard

deviations which are less than 1 in all cases (From table 1) indicating no considerable variation in responses.

Moving on two hypotheses 2 analysing the dissimilarity in attitude towards fun based on age difference of the employees there were no major difference in point of view apart from fun at work being waste of time and energy (old employee mean = 3.3, Young employee mean = 1.8) and workplace fun increases working efficiency (old employee mean = 2.9, Young employee mean = 4). However, even though minor but difference among old and young employees were found validating the hypothesis.

While testing hypothesis stating workplace fun to have positive impact on job satisfaction and well-being equal contribution of all the variables for passing the hypothesis was seen as all of their average replies are in the range of 3 -3.5.

Therefore we conclude that analysing the data collected in relation to the hypothesis formed it was found that all the hypotheses pass.

Table 4.4: Summary table

Table summarizing the findings.

Hypothesis	Factors majorly contributing in validation.
1	<p>Outdoor sports (V4) (Male mean = 3.8, Female mean 1.7)</p> <p>Reduces workload (V6) (Male mean = 4, Female mean =2)</p>
2	<p>Waste of time and energy (V12) (old employee mean = 3.3, Young employee mean = 1.8)</p>

3	Increases working efficiency (V13) (old employee mean = 2.9, Young employee mean = 4)
	Well-being: Reduces stress (V14) (Mean = 3.4, S.D = 1.3) Reduces absenteeism (V18) (Mean = 3.4, S.D = 1.2)
	Job satisfaction: Reduction in staff turnover (V9) (Mean = 3.3, S.D = 1.2) Facilitates good mood (V15) (Mean = 3.4, S.D = 1.3) Flexibility (V17) (Mean = 3.6, S.D = 1.2)

CHAPTER 5: DISCUSSIONS

5.1 Introduction

This chapter focuses on discussing the results of the collected data in accordance with previous literature. The overall benefits of workplace fun in relation to job satisfaction and well-being is been studied in chapter 2. However, these facets are reliant on human behavior and therefore impacts of workplace fun are subject to variation. Using the case of Rosy Blue Diamond and Orra Jewellery, companies from different sectors within the Jewellery industry, we aim generalize the results of introducing workplace fun and employee attitude towards it.

In this chapter we take a narrowing approach, to initiate the discussion, we look at the aspects found evident in previous chapter relevant to effects of fun at work. Then we narrow down the scope and examine varied attitude towards fun activities using the variables gender and age. Also in order to have a sound justification for the findings we continuously refer to the literature previously discussed.

5.2 Discussion

As seen in the literature job satisfaction and well-being hold a very important position in perception of the employees therefore negative impacts on these factors can cause serious consequences to the firm. And rising complains regarding these factors in the workplace has enhanced the need of workplace fun (Feigelson, 1998). Studying various variables that show effect of workplace fun on employee job satisfaction it was found that few variables are comparatively more valuable than others as they are highly marked by the respondents.

However, there are some factors that influence both well-being and job satisfaction and therefore there is lack of clear classification between these aspects as commonly discussed by previous researchers (Fisher and Hanna, 1931). Additionally, they are argued to be interdependent as job satisfaction and well-being are found to be closely linked in the literature. This is been upheld as from the results it was noted that on one hand absenteeism is reduced with better well-being and

staff turnover declines with improved job satisfaction, latter being an extension of the prior concept. In agreement Spector (1997) argues increased job satisfaction is expected to lead in lower staff turnover. While reduction in employee intention to be absent with increased wellbeing is also certified by Karl and Peluchette (2008).

It was also recognized that workplace fun helps in reducing stress which contributes extensively towards employee well-being, when compared to rest of the factors testing this notion. And in support to our results Karl and Peluchette (2006b) finds strong linkage between introducing workplace fun and reduction in complains regarding and thereafter comments that fun at work has the potential to tackle stress and related actors.

More importantly, stress related problems are considered to be most critical as their ramification can be as serious as leading to health problems and in some cases heart diseases in the opinion of Murray and Lopez (1996). Although work stress is directly related to wellbeing it is debated to have indirect yet strong implication on job satisfaction (Cameron, Horsburgh and Stassen, 1994 & Lee and Ashforth, 1996).

Moving towards job satisfaction it was observed in the results that employees of the company coincide in their behavior to finding in previous studies. Workplace fun is anticipated by the employees to facilitate good mood and make work more flexible. Maintaining good mood is far more important for the company than for the employees as it not only compliments workers productivity with direct relation to job satisfaction but has a far reaching effect as it is contagious (Weiss, 2002). Also, the fact that it affects human behavior in terms of helpfulness and thoughtfulness proven by Clark and Schwartz (1976) & Isen and Levin (1972) make this aspect even more essential.

Nevertheless, stress and staff turnover being one of the considerable complication faced by the companies are seen to be resolved by workplace fun and therefore it is not wrong to say that fun at work will better the situations for both employees and employers.

Now when it is evident that workplace fun has a positive impact on both employee job satisfaction and well-being we take a step forward to identify the difference in attitude towards fun. Although limited research has been done on this topic, traits of distinction in employees view have been noted. We use age and gender of the individuals to identify any differences.

Classifying the respondents and their responses on the basis of their gender a clear difference in opinion was observed in the aspects of considering outdoor activities as fun, as first noted by Karl and Harland (2005). Also, male members felt fun at work has reduced their workload heavily. Whereas, female's responses do not show significant consensus on this.

These two being the highest, there were disparity in the responses towards all the factors that were test; namely, Social gatherings, Creativity, Tackle depression and Reduces exhaustion. Highlighting the fact that certain fun activity need to be targeted towards a specific group rather than the whole employee group to enhance the results.

Not the less, while carrying out age based categorization similar results were obtained. Opinions like waste of time and energy and increases working efficiency, towards fun at work are very distinct among young and old employees. While older employees feel fun is waste of time and energy and have a positive but weak effect on their working efficiency, young employee exhibit opposing point of view. Whereas, other conceptions like Increases working capacity, Achieving targets, Reduces exhaustion, Reduces stress and Development of skills demonstrates relatively weaker but clear contrasts.

These results are most important to the company as acceptability of the concept of workplace fun has been studied here. In both the cases mixed replies were received which is arguable but can be understood as heterogonous human behavior (Plantenga and Remery, 2009). Anyways looking at the expenses involved into the process of initiating and maintaining these activities it is vital for the firm to first study their employee attitude before introducing fun at work.

5.3 Conclusion

While analyzing the results it was found that both job satisfaction and well-being have different set of factors that help in predicting employee satisfaction and well-being but they have the potential of influencing each other indirectly. Therefore it has been argued that there is no clear distinction between job satisfaction and well-being of the employee. Also studying the impacts of fun on these factors hand in hand it was identified that fun activities have the potential of reducing stress and absenteeism, ensuring improved employee well-being. Additionally, guarantying superior job satisfaction fun is observed to reduce staff turnover, facilitates good mood and enhances flexibility at work. Apart from these factors fun at work is witnessed to have overall positive impact on the concepts of employee job satisfaction and well-being.

Moreover, the notion of difference in attitude towards fun activities based on gender and age variable was proven to be acceptable, as inconsistency in beliefs towards activities and acceptance of workplace was very evident. With preference towards outdoor sports and reduction in workload exhibiting dominant gender based differences and considering fun to augment work efficiency and as waste of time and energy demonstrating extensive disparities.

CHAPTER 6: CONCLUSION AND MANAGER IMPLICATION

6.1 Conclusion

Work pressure on the employees is increasing with rising competition. Manager trying to push the employees to the maximum has given rise to numerous concerns regarding working environment which are broadly classified into the heads job satisfaction and well-being. Influencing the aspect of life satisfaction of an individual these aspects also are identified to be the potential reasons for many health problems.

Factor like pressure for achieving targets, increased workload, monotonous long routine, stressed environment were examined to lead increase in staff turnover, signifying job dissatisfaction. Likewise, increasing stress, health problems and poor work-life balance affect well-being adversely; this in turn contributes to substantial absenteeism. While job satisfaction was tested by on the job factors well-being was detected to be influenced by both on and off the job factors. However, it is often debated that all these factors are interlinked and have strong indirect implications on each other.

Introducing workplace fun as a solution to these ascending complications has become a common practice by the companies. This is done by carrying out various activities that create fun and can be classified into two sections, tangible and intangible. Tangible fun can be understood as activities like sports events, indoor games, contents, bringing food to work, facilities like gym at office and recreational rooms in the office, etc. While intangible fun is the one that supports tangible fun, for better understanding humor is the most common type.

Fun activities are proven to be the best solution and are expected to boost job satisfaction and well-being by taking the workload, pressure and stress off their minds and make them happy. Moreover, apart from having personal importance for the employees these factors are also very essential for the employers as they not only aid in retaining employees and increasing their productivity they also attract efficient employees from other companies to join in.

Results obtained from Rosy Blue Diamond and Orra Jewellery which has recently introduced fun at workplace show that fun activities has improved employee satisfaction and well-being by far.

Resulting in overall positive environment and happy employees, reduction in stress and absenteeism were witnessed to be evident. It also majorly contributed towards reducing staff turnover, facilitating good mood of the members and countering the rising need of flexibility at work. Also, these factors were recognized to be interlinked while studying the impacts of workplace fun.

More importantly, its difference in acceptance and attitude towards fun activities was observed. This was expected as factors under the scope of study are heavily reliable on individual human nature and beliefs. To categorize these difference this study forms two groups with independent samples to identify the peculiarity in their opinion. First group was sub-divided into male and female respondents referring to gender differences. While, second group was split into young and old employees taking into consideration the generation differences.

Based on six variables in each case, identified from the literature an obvious disparity in view point was found in the results. However, more evident distinction was spotted while analysing results of few of the variables. For instance, outdoor sports are not really preferred by the female employees of the company whereas male employees seem to like it a lot. Also, fun at work was more effective in reducing the workload of the male respondents when compared to females.

However, the once which cannot be ignored are the results of testing generation differences, as old employees feel fun is waste of time and energy while young one's oppose this and state fun activities to be very important and productive. This can be seen that young generation highly agrees to the point that their work efficiency is been increased since workplace fun is been implemented.

CHART 6.1 Key findings

Chart summarizing the key insights emerging from the study.

Key Findings
<ul style="list-style-type: none">• Fun has improved employee job satisfaction and well-being.
<ul style="list-style-type: none">• Effects of fun are reliant on individual nature and belief of the staff.
<ul style="list-style-type: none">• Males and females are not identical in their likings towards fun activities.
<ul style="list-style-type: none">• Old and young employees differ in their attitude towards acceptance of workplace fun.

6.2 Managerial implications

- Now it is proven that fun at work has the potential to resolve the problems relating to job dissatisfaction and well-being. Hence, it is highly recommended to make an initiative to incorporate such activities into the working culture of the organization in order to have happy and productive human force. Although introducing fun is very expensive, starting at a small scale with occasional events is suggested.
- For companies who have already taken the initiative, it is very essential to understand the discrepancy in acceptance as this can have serious implications on the overall effectiveness. Managers should understand the preference and viewpoint of the targeted employees before initiating any sort of activities directed to please them.
- Managers of Rosy Blue Diamonds and Orra Jewellery need to make some adjustments to their current set of activities. They need to organize sports activities more for males and instant focus of social activities to enhance the experience of female employees. Also, lack of interest in current activities could be the possible reason to why older generations sense these ways as waste of effort. Therefore, managers of these companies even need to go back to step 1 of identifying and understanding the preference of their subordinates and then launch related events.

6.3 Limitation

The fact that study is focused towards only two organizations in the industry can be debated to be the limitation of the research. This is because concepts studied in the research are subjective in nature and diversity in opinion can be found with a larger sample set. However, it was crucial to do so, in order to have a focused research.

Yet, to overcome any fluctuations due to the concepts under the scope of study being subjective we have broken them down to study them individually. These variables were further sub-divided while considering the attributes that can affect the results, facilitating a better understanding of the factors. Thereafter, we measured variables of workplace fun to observe their relative effects on job satisfaction and well-being of the employees. This was done through descriptive analysis of the data collected.

Another way of conducting this research would be to carry out a correlation analysis between the factors. But, it was found to be a common method of researching this topic.

6.4 FUTHER RESEARCH SUGGESTIONS

A significant difference in view towards fun activities was noted with a capability of altering the overall impact of the process. Further research can be carried out on studying their capability in modifying the outcome of workplace fun.

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