



Effect of Fun@ work over act of making Friend in Organization: A Factual study of Print Media Organization

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Abstract

Fun @ work is a newly emerging concept in the literature of organization behaviour and social psychology. Despite an increasing number of studies on Employee Engagement, no unifying work is focused on the “ Fun at work “ and its effects. The general behaviour of employee and his/her interpersonal with colleague is usually not been observed or studied. Chatting over lunch and joking with coworkers may not seem like more than pleasant distractions at the office, but they could have an enormous impact on your work life. When employee do not have friend to talk, discuss, share, argue and chat about, the engagement level start deteriorating and the employee start feeling stressed and the productivity also declines. This paper and study aims to investigate that “fun at work activities” helps an employee to make “friend at work” on media employees. This study surveys 8500 employee of Dainik Bhaskar “a largest hindi print media house” covering its all onroll staff working across country. The results showed that in media industry employees are either Strong agree or agree that fun at work activities” helps them to make “friend at work”. The purpose of this study is to invoke concern over fun at work activities which would result in making “friend at work” which will leads in increased employee engagement and finally result in Higher Job Satisfaction, Better performance and Career Success. Since this is an untouched area in research and nearly dark area for HR professionals. This study will reveal the importance of “fun at work activities” in helping employees to make “friend at work” in media industry.

Keywords: Fun@ work, friend @ work, employee engagement, job satisfaction, employee performance, career success.

Introduction

“Nothing ignites employee engagement like change, And no change takes place without employee engagement”. As per Karl and Peluchette¹ a great number of researchers, writer, consultants and business analyst belief that fun @work is essential part of any work regulatories and help in boosting up employee productivity, satisfaction, motivation, mutual trust and diminishing stress, mutual conflict and ambiguity. According to Glasser², having fun is the primary need of employee at their workplace which is unfortunately unmet at most of the workplace whereas all other need comes under secondary needs and are moderately met at workplace.

Bolton and Houlihan³ also expressed that fun at work works as bottom-line for people management and has an established and accepted contributor towards employee connect with each other. As per Karl and Peluchette¹, various academic studies have linked fun at work with satisfaction level, performance and career success. A happy employee at work neglects the shortcomings and accepts the virtue of organizational. He/she concentrate in own working and ensures that it should add value in caliber of group⁴.

On the other hand, due to high expectation from employees, global competition, job uncertainty and high employee rationalization the real condition adjoining human resources in

the majority of countries are turning out to be cruel⁵. Especially, employees in media businesses are meant to experience more workplace stress and burnout than ever before because of ever growing level of customer requirement. At media houses the difficulty has two edges -one side readers who all want to read more content and less advertisement and customers who want to flash their advertisement on all key pages. Thus matching both the stake holder need becomes bigger challenge to sales and editorial department both. Improved market knowledge, tightened budget of customer and increased competition is adding more complexity to this industry. Consequently, the role of fun at work is becoming more important to alleviate media employees' stresses and strains.

In media businesses, employees significantly manage stack holders including reader's requirement with the fact that reality of information and new also remains unchanged and should also reaches to reader on time. Thus well-managing employees' emotions and moods should be considered equally critical for a media business's success. Having fun at work is clearly expected to give employees good feelings as fun at work activities are designed to do such function. Therefore, this study aims to reveal that how much relevance fun at work has got amongst employees and who it affects act of making friend in organization which can improve employee engagement and finally result in Higher Job Satisfaction, Better Performance and Career Success in the media context. In addition, this study

focuses on a creating a bridge between all such behavioural aspects thus will shape Media's future corporate cultures as well.

Objectives: i. To understand the importance of "Fun@work activities" at work place in today's competitive edge. ii. To study the practical interaction of "Fun@work activities, Friend @work and employee engagement". iii. To suggest a model of fun @work activities, which helps in improving job satisfaction, performance and career success amongst employees.

Literature Review: Fun @ work activities: People rarely succeed unless they have fun in what they are doing. - Dale Carnegie

Various researches and play experience of employee confirms that "Fun at Work" is an indispensable element for the health, willingness to work and wellness of body, mind and soul.

The participants of this experience have reported the following benefits: i. Create feel good factor and readiness is one self. ii. Better attentiveness and detailing over facts, strong memory and improved stamina. iii. Initiation of friendly environment amongst team work group. iv. Developed environment of laughter and joy with colleagues. v. Strengthen connect and relationships with colleagues by excitement and joy in task. vi. Create and develop the association with co-workers and team members. vii. Reduce stress level and rejuvenate the individual. viii. Develop the thought process of experimentation and creativity. ix. Spreads a fresh and healthy climate conditions.

Karl and Harland¹ has executed around 40 fun@work activities with male and female both the workers and identifies that activities such as "Outing like Picnic" and "Food related activities" has highest participation, rating and engagement of employees. Through which they argue that human and social elements and its all inclusiveness are the most essential part of any authentic fun@work activity at any workplace. Also different employees have different view on fun at work. Employees with higher engagement level and positive attitude would experience more fun from fun at work whereas employee with controversial attitude would experience less fun from same fun at work activity.

Appropriateness, salience, and perceived consequences of fun are the three dimensions of attitude toward workplace fun which are identified by Aldag and Sherony⁶. People are expected to have diverging views on pursuing or conducting fun at work activities at work place. For few of them it is an inappropriate approach, since they think that work-hours are solely for working whereas others trust that fun@work activity complements the working and also improve the efficiency and quality of working. Individuals also have view disparity in regards with fun at work activities importance¹. Like few would consider it as indispensable part of any high performance job whereas others would consider it good and pleasant but an extra

act which is not necessarily required. Additionally people may vary in view on fun at work activities effect over working. Many have a view that it improves engagement level thus result into better performance, motivation and satisfaction whereas others consider it to be a hindrance during working sync¹.

Friend @ work: Research shows that workers are happier in their jobs when they have friendships with co-workers. Employees report that when they have friends at work, their job is more fun, enjoyable, worthwhile, and satisfying. Gallup found that close work friendships boost employee satisfaction by 50% and people with a best friend at work are seven times more likely to be engaged in their work than employees having no friends at work.

The fun@work activities may seem inconsequential, comic even childish some time, but they imbibe valuable lessons and learning for working in team and coordination which leads in making friend@work. Addition to it they promote connect, engagement and relationship building amongst employees. As much as business grows this mutual collaboration becomes crucial which can be easily opted through having friend @ workplace. Fun@work activities increase participation and eventually culture and climate. When employee has friend @ work ultimately it improves respect for each other which is most important for working in team and also usefulness of each activity and simulation.

Employee Engagement: The one challenge to employee engagement is that in literature it has no universal definition. As per research and researchers understanding various elaborations has been assigned to employee engagement concept.

Kahn⁷ defines employee engagement as "A process of the harnessing of organization members to their work roles so that they can superlatively express themselves cognitively, emotionally and physically during role performances". The cognitive theory of employee engagement concept conveys employees' viewpoint about the working condition, its leader and organization. Its emotional concept conveys employees' attitude about all aforesaid three parameters and they are positive or negative about them. The physical aspect expresses the physical energies exercised by individuals to accomplish their task roles. Thus, as per this theory engagement level means a stage where employee is physically, psychologically as well as emotionally present when ever he/she is performing the organizational role.

As per Baumruk⁸ it is a physiological, emotional and intellectual commitment of employees to the responsibility given, which they exhibited during their employment with the organization. Although employee engagement is a multi-faceted phenomenon, it has various things, actions and conditions affecting it⁹. But to make it uncomplicated it is simply 'passion for work', which supersedes all three concerns of working condition, supervisor and organization. When employees exercise own duty at its best

for self satisfaction without looking at any other limitation of workplace.

According to Holbeche and Springett¹⁰, people’s perceptions about meaning and importance of workplace are linked with their levels of engagement which ultimately turns into their satisfaction and motivation level. An employee always seeks significant of and through work and duties followed, unless organizations provide a sense of significance an employee is most likely to quit. Since employee spend most of their daily hours in office this search of sense become more essential for their own self confidence and respect. If their job provides them sense of meaning and relevance the engagement level stronger visa-a-vice if the engagement level is high then it gives sense of dignity purpose that connects people at an emotional level and raises their personal aspirations.

Furthermore, it is accepted that employee engagement has been defined in many different ways which if taken in totality then seems more similar to ‘organizational citizenship behaviour’ and ‘organizational commitment’¹¹. Thus engagement is defined as ‘a step higher from ‘citizenship behaviour’ and commitment’.

As a result, employee engagement can be considered as another trend, or might call “old wine in a new bottle”¹¹.

Hypothesis: i. Fun@work has got no relevancies’ for employees in organization. ii. Fun@work has no significant affect over act of friend@ work in organization. iii. Friend@ work has no significant affect over Employee Engagement level of employee. iv. Concepts of Fun@work, Friend@work and Employee Engagement are not interrelated.

Methodology

Primary data is collected through online survey of more than 8500 on roll employee of organization. Where through 2 different questions it’s asked that; i. Is fun@work is relevant and are they looking forward for more fun@work activities@ their workplace. ii. Do they think that fun@work activities help them to make friend@workplace. iii. Do they believe that friend@workplace improve their employee engagement in organization

The analysis of data received has been carried out by using Correlation analysis, T-test, ANOVA and % analysis.

Table-1
Showing relevance of fun@ work activities and effect of fun@work activities over interest level of employee@ their workplace

Tests of Between-Subjects Effects					
Dependent Variable: Interest of employees					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	1357.290 ^a	50	27.146	113.688	0
Intercept	12226.633	1	12226.633	51205.558	0
FUtot	35.239	16	2.202	9.224	0
Error	11.7	49	0.239		
Total	23839	100			
Corrected Total	1368.99	99			
a. R Squared = .991 (Adjusted R Squared = .983)					
b.If P< 0.05, then null hypothesis is rejected at 0.05 level of significance.					

H01 Fun@ work has got no relevancies’ for employees in organization. F=9.224, The null hypothesis is rejected. Through question ‘Is fun@ work is relevant and are then looking forward for more fun@ work activities @ their workplace’ It implies that fun@ work activities are very relevant to employees and has significant affect interest of employees. More fun@ work activities higher the interest level of employees.

Table-2
Showing effect of Fun@work over act of friend@work in organization

Tests of Between-Subjects Effects					
Dependent Variable: Act of friend@work in organization					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	1126.843 ^a	50	22.537	37.224	0
Intercept	11583.865	1	11583.865	19132.901	0
FUtot	149.695	16	9.356	15.453	0
Error	29.667	49	0.605		
Total	21979	100			
Corrected Total	1156.51	99			
a. R Squared = .974 (Adjusted R Squared = .948)					
b. If P< 0.05, then null hypothesis is rejected at 0.05 level of significance.					

H₀₂ Fun@ work has no significant affect over act of friend@work in organization.
 F=15.453, The null hypothesis is *rejected*.
 It implies that Fun@ work has significant affect over act of friend@ work in organization. More fun@ work activities higher the chance of making frien @work for employees.

Table-3
Showing effect of Friend@ work over employee engagement level of employees

Tests of Between-Subjects Effects					
Dependent Variable: Employee engagement					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	817.210 ^a	50	16.344	12.572	0
Intercept	13327.331	1	13327.331	10251.793	0
FRtot	59.693	16	3.731	2.87	0.002
Error	63.7	49	1.3		
Total	23291	100			
Corrected Total	880.91	99			
a. R Squared = .928 (Adjusted R Squared = .854)					
b. If P< 0.05, then null hypothesis is rejected at 0.05 level of significance.					

H₀₃ Friend@ work has no significant affect over Employee Engagement level of employee.
 F=2.870, The null hypothesis is *rejected*.
 It implies that Friend@work has significant affect over Employee Engagement level of employee. Higher the Friend@ work betters the Employee Engagement level of employees

Table-4
Showing effect of Fun@ work and Friend@work together on Employee Engagement level of employees

Tests of Between-Subjects Effect					
Dependent Variable: Employee engagement					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	38382.057 ^a	50	767.641	24.823	0
Intercept	735540.329	1	735540.329	23784.52	0
FUtot * FRtot	934.948	17	54.997	1.778	.000
Error	1515.333	49	30.925		
Total	1312507	100			
Corrected Total	39897.39	99			

a. Squared = .962 (Adjusted R Squared = .923)

b. If P< 0.05, then null hypothesis is rejected at 0.05 level of significance

H₀₄ Concepts of Fun@work, Friend@ work and Employee Engagement are not interrelated.
 F=1.778, The null hypothesis is *rejected*.
 It implies that Fun@work and Friend @work interacts to affect Employee Engagement level of employees. Higher the fun@work activities, better the willingness to make friend@workplace and stronger is engagement level of employee.

Results and Discussion

H₀₁Fun@ work has got no relevancies’ for employees in organization.

The result receive for survey says that 83.60% employees are either strongly agree or agree that fun@ work activities are relevant and they are looking forward for more fun@ work activities @ their workplace.

According to Lamm and Meeks¹² these activities are joyful, recreational, people actions which deliver pleasure, excitement, happiness, playfulness and enjoyment to participants. Thus it can be concluded that these are purposely planned activities which intentionally encourages togetherness, engagement, team spirit, enthusiasm and support amongst employees.

Ford, McLaughlin, and Newstrom¹³ have established a sturdy relation between happiness and workplace success. It has also been observed that employee how is happy is more likely by others, thus has better internal and external friend group. And also draw higher money, exhibit advance performance and behave more helpful to other in contrast to their less happy peers. It has experienced many times post researches that practicing fun@workplace is crucial factor for any employee and its make him/her happy and satisfied with working environment. Plenty of studies have strong evidence that a happy and enthusiastic employee is more successful in job and performance than any neutral or unhappy employee.

In view of Diener and Biswas-Diener¹⁴, happiness is related to income. People who are happy-going and joyful are favourite of supervisor and thus receive favourable appraisal by a superior¹⁵. Employee with healthy and happy feeling is more helping to fellow workers¹⁶, and receives social support from colleagues and supervisors¹⁷.

Employee with high positive attitude and fun loving are usually involve in multitasking and look after the jobs have got more meaning and autonomy¹⁸. Other studies also support the same idea stating that happy employee has happy peer, higher autonomy and better control then employee with contras attitude. Thus they always make job, environment and relation more pleasant.

H₀₂ Fun@ work has no significant affect over act of friend@ work in organization.

The result receive for survey says that 75.89% employees are either strongly agree or agree that they think that fun@work activities help them to make friend@workplace.

Camaraderie is more than just having fun, though it is simple to experience but it deliberately creates a common mission and sense of responsibleness. It forms a mentality where each individual of group trust that other one is a friend and buddy who is working for common objective¹⁹. In short, camaraderie promotes a group connect and strong reason for friendship

which convert in team loyalty and finally results discipline and commitment toward the work.

Camaraderie at work can create "esprit de corps," which covers sense of respect, identity and willingness to work hard for expected results. Addition to it only high level of wellbeing and self sufficiency cannot achieve group results, it is essential to have social connect, companionship to reach to team productivity²⁰.

Friends at work is an asset of an organization which are can be expressed by trust, teamwork, empathy, support, collaboration and reciprocation, which turn into win-win outcome for everyone including employee, team and organization²¹. When people have friends at work they have benefit of taking help, sharing problem, giving and taking advice, consoling mistakes and asking for assistance if needed. If workplace employees can sort out his/her issue with friend then lot of issue he himself manages without effecting his/her performance and organizational intervention, which is actually benefiting organization²².

At an aggregate level, there is evidence that social capital of an organization influences economic and political outcomes as well. Apart from this a social capital creates an HR branding of an organization as a 'best place to work' or 'preferred employer'. This social capital also affects employee at its individual and family level both because a happy employee stays healthier than others²³ and can concentrate towards child wellbeing²⁴.

H₀₃ Friend@work has no significant affect over Employee Engagement level of employee: Survey after survey shows that friend@work is also related with employee engagement. One way to enhance the engagement level at workplace is to promote the friendships between employees. It is well known that friends are created when people chit-chat, hang-out, joke, and have fun with co-workers. When they have friend they start liking the work environment and get engaged in working.

Human beings are social animals, and work is a social institution. Long-term relationships are often formed at work -- networking relationships, friendships, even marriages. In fact, if you did not meet your spouse in college, chances are you met him or her at work. The evolution of quality relationships is very normal and an important part of a healthy workplace. In the best workplaces, employers recognize that people want to forge quality relationships with their coworkers, and that company allegiance can be built from such relationships.

The development of trusting relationships is a significant emotional compensation for employees in today's marketplace. Thus, Q12 question were discover to understand the engagement level of employee in organization. The study over more than 80,000 managers was done. The results over Q10 "I have a best friend at work" has shown following observation for

employee having a best friend at work were: i. 43% more likely to report having received praise or recognition for their work in the last seven days. ii. 37% more likely to report that someone at work encourages their development. iii. 35% more likely to report coworker commitment to quality. iv. 28% more likely to report that in the last six months, someone at work has talked to them about their progress. v. 27% more likely to report that the mission of their company makes them feel their job is important. vi. 27% more likely to report that their opinions seem to count at work. vii. 21% more likely to report that at work, they have the opportunity to do what they do best every day.

While companies often pay significant attention to loyalty toward the organization, the best employers recognize that loyalty also exists among employees toward one another. All employees have "leaving moments" when they examine whether to leave or stay at an organization. The best managers in the world observe that the quality and depth of employees' relationships is a critical component of employee loyalty.

This item also points to the issue of trust between coworkers. When strong engagement is felt in a workgroup, employees believe that their coworkers will help them during times of stress and challenge. In this day of rapid-fire change, reorganization, mergers, and acquisitions, having best friends at work may be the true key to effective change integration and adaptation. When compared to those who don't, employees who have best friends at work identify significantly higher levels of healthy stress management, even though they experience the same levels of stress.

H₀₄ Concepts of Fun@ work, Friend@ work and Employee Engagement are not interrelated: With aforesaid theories, researches and example it's significant to tell that all the concept i.e. fun@work, Friend@work and Employee Engagement are interrelated. Besides this it's specified that people how enjoy fun@work are able to make more friend at work place thus enjoy more satisfaction and engagement with job²⁵.

Effect of happy employee is not limited to their engagement and performance, instead of it it's extended to their presence and all transactions they are involved in. Their effect is felt beyond the job description and is benefited to organization as well²⁶.

Such behaviour is similar to 'organizational citizenship behaviour' and also extended to extra role behaviour with promotes the willingness of supporting others in their tasks, taking additional initiatives, being cooperative, empathizing with other situation. At organizational level such individual protects the organizational assets, offers suggestions for improvements and spread organizational goodwill²⁷. Because of liking the job and having cordial relations with colleagues they devote extra effort and hours of given job²⁸. They always try giving "above and beyond" the expectation to organization and expand strong engagement within.

Suggestion: Based on available literatures and research done, the followings model is suggested for quick comprehension of linkage between all aforesaid concepts and its systematic extension for achieving *Higher Job Satisfaction, Better performance and Career Success amongst employees.*

Explanation of Model: In organization fun @ work activities are planned in starting of year. The consolidated schedule of all activities across all states is called fun @ work calendar. Each calendar is majority divided into five parts that is:

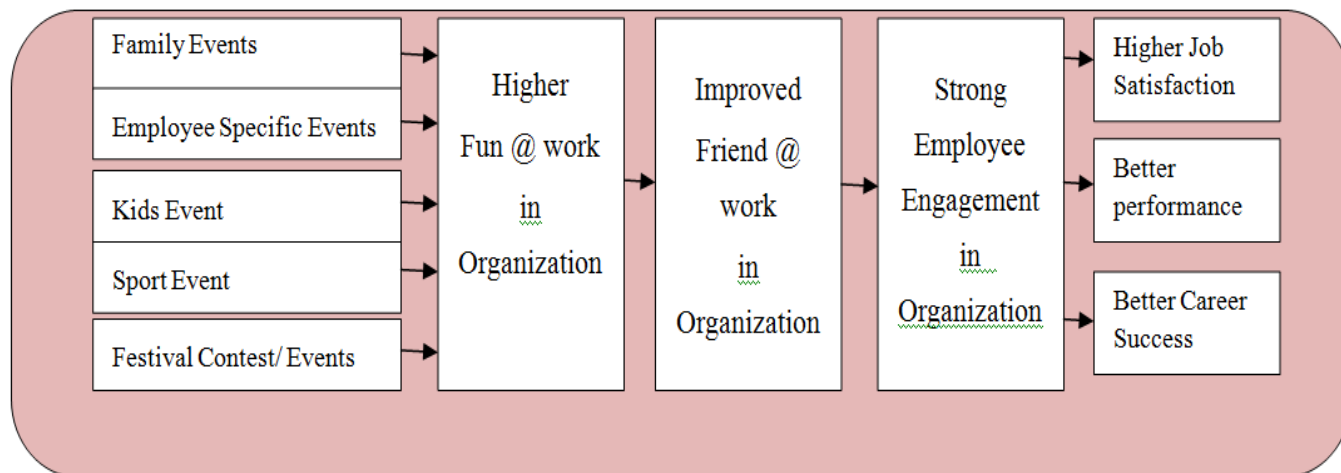


Figure-1
Model of developing employee engagement through Fun@work activities

Table-5
Fun@ work activity bifurcation and activities performed under theses heads.

Family Events	Events where employees families are also cordially invited to participant and enjoy the event are considered to be family activities	Picnic, Movie Show, Cultural Events, Anniversary Celebration, Foundation Day Celebration, Health Checkup Camps, PF/ESIC Camp, Aadhar Card Camp, Yoga Camps, Workshops For Employee Wives, Mother Day/ Father Day Celebration, Parent Day Celebration, Couple Cooking Contents, family visit @ production plan Etc.
Employee Specific event	Events which are precisely planned and played with employees and covers different shades of activities with great versatility in its execution plan.	Birthday celebration, Marriage Anniversary Celebration , Celebration of Employee Anniversary with Dainik Bhaskar , celebration of New Born @ employees direct family, Birth Quiz, Singing/ Antakshari competition, Season celebration, New year Celebration ,Any Mixed bag fun Activities, Traditional Dress Competition, Friendship/Rose/ Valentine Day Celebration, Blood Donation /Health or Eye check up camp, Personal Vehicle checkup camp, Self Defense Work Shop , Women day celebration for women staff, Success Celebration, Promoters Breakfast With Employees etc.
Kids Event	Events where employee kids are invited to participant in event specifically meant of kids	14th Nov Children’s Day, Movie Show for Kids, Fancy Dress Competition, Christmas Celebration, Drawing champ contest, Kids Meet, Spoon Race, Chair Race, Tambola, Target Shooting etc.
Sport Event	Events concentrating employee’s fitness and passion of sports.	Cricket , Table Tennis , Chess , Kabaddi Competition, Carrom , Badminton , Football , Volleyball , Tug of War Competition etc.
Festival Contest/ Events	Event which are celebrated on festivals so that each employee can celebrate each festival @ its fullest during working as well.	Navratri , Dussehra, Deepawali, Makar Sakranti, Republic Day, Janmashtami, Ganesh Utsav, Independence Day, Vishwakarma Diwas, Holi, Gudi Padwa, Guru Purnima Celebration etc.

Collections of numerous activities touch each phase of employee life including his/her interest, stress level, hobbies, and relations like mother, father, wife and kids. Bundles of these activities do not only work as relaxer but rejuvenate them for better and bigger responsibilities. Since each activity involves people together; higher the number of activities gives an opportunity to employee to come together and get acquaintance with each other. Due to various fun@ work activities people come closer and becomes colleagues than just an acquaintance. Owing to this individuals connection with each other employee develops the sense of stronger mutual trust and togetherness which bridge the gap of employees and build the relation of friendship which leads towards Improved Friend@work in Organization.

An employee spends major part of his young life in working thus it's very important for him/her to have friend at workplace. When various activities help them to make friend then organization becomes a place where employee has friends to share, care and enjoy. This develops a feeling of association with a job you are performing and with a place where you are performing the job just because of people with whom you are performing such job. This manner it's enhances the level of commitment amongst employees and directly effects and Stronger's Employee Engagement.

Better engagement level helps them to perform the given responsibility successfully thus Job Satisfaction level is initially met and then grows up. Likewise during the working if a problem faced employee has got a friend to discuss and understand the concerns which help him/her in achieving the goal which improves the employee Performance and lastly due to mutual support, commitment level and growing performance employee can aim the Career Success and can look forward for personnel growth in organization.

Conclusion

Through all the three outcomes of employee engagement an employee ultimately benefits to organizational environment as well since these employees become company ambassadors and spreads a great work culture and healthy environment in organization which motivated each individual to meet personnel and organizational objectives. This intervention of fun work is very simple and easy to implement which finally leads toward achieving individual and organizational objectives. Thus through this paper and conducted research it can be easily concluded that it is very important for an organization to get involve themselves into fun@work activity as an serious OD intervention and also to take it staid while planning any activity because each activity has its implicit impact over employee. This research strongly suggested that like Dainik Bhaskar each organization should believe and follow Fun@work activities and its post implementation effects.

Limitations and Future Research: This study has limitations, but they provide new ideas for further research. First, we are employed with D.B. Corp Ltd. and it's conducted with DB only which can be further extended to different print media groups. Or to a larger extent it can be conducted for other sectors and industries as well.

Secondly, this paper discusses the effect of fun @work and friend@work over employee engagement, which could also see its affect over organizational climate, optimism level of employee etc.

Thirdly, , this research only focused on the linkage between fun@work, friend @work and employee engagement which could be further explored for other intervention affecting employee engagement in organization.

Lastly, the complete linkage was conducted with its affect over various parameters like satisfaction, performance and career success which could also be conducted for other outcomes like turnover intention, organizational citizenship behaviour, motivational level etc.

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