

Fun at Work and Employee Performance: The Roles of Job Satisfaction and Organizational Commitment in Manufacturing Companies

INDI DJASTUTI

Business and Economics Faculty
Diponegoro University
Semarang, Indonesia
Email: indidjastuti@yahoo.co.id

SUSILO TOTO RAHARDJO

Business and Economics Faculty
Diponegoro University
Semarang, Indonesia

LALA IRVIANA

Business and Economics Faculty
Diponegoro University
Semarang, Indonesia

UDIN UDIN

Business and Economics Faculty
Diponegoro University
Semarang, Indonesia
Email: udin_labuan@yahoo.com

Abstract: This study aims to examine the relationship between fun at work and employee performance by using the mediation role of job satisfaction and organizational commitment. A sample of 170 respondents who worked in manufacturing companies is used. By employing structural equation modeling to test hypotheses proposed, this study found that there is no significant direct effect of fun at work on employee performance. This study further found that there is a significant indirect effect of fun at work on employee performance mediated by job satisfaction and organizational commitment. Therefore, the organization needs to create activities that will give employees a sense of excitement as a way to satisfy and increase their commitment to performance improvement.

Key-Words: fun at work, job satisfaction, organizational commitment, employee performance

1. Introduction

Human resources are an important part of an organization. Human resources are the main factors that determine the existence and survival of a company. Companies need competent human resources, have high motivation and ability to work as well as possible in order to improve the effectiveness of the company. The performance of human resources both in teams and individuals will impact on consumer ratings of the quality of the company.

To form competent human resources is required for activities that can improve the ability of employees to have the competence that qualified in helping companies improve the effectiveness and achievement of the company's goal. In order to support high human resources, job satisfaction and organizational commitment need to get major attention (Luthans 2011).

Various ways are done to bring the behavior as expected, one of them by creating a comfortable working environment for employees. According to Fluegge (2008) research, one of the factors that influence job satisfaction that will support employee performance is the fun at work,

which is one of the organizational climates that applied in several companies in globalization era (Yanti 2013). Fun at work is shaped to create comfortable working conditions for employees to improve their performance. This is applied to Southwest Airlines companies that have a "corporate culture of fun" which encourages employees to foster a friendly work culture and create a pleasant working environment.

Fun at work can be described as an individual, socially, interpersonal, or in-job involvement with joy and humor that gives the individual an entertaining, comfortable and enjoyable atmosphere (Fluegge 2008). McDowell (2004) defines fun at work as a behavior involved in activities that are not job-specific but fun, entertaining and happy (Fluegge 2008). Fun at work can be created with a work environment specifically designed to make employees happy in work, the interaction between employees with humor, and with activities that make employees feel 'comfortable and pleased'.

Fun and humor can shape employees feel better and relieve stress and improve health conditions so that it can be effective in the implementation of his work. Ford et al. (2003)

explain that happiness in working is an important thing that needs to be applied in the company especially for employees and managers in companies engaged in public service. By applying excitement to work will improve the relationship between happy-working employees, satisfying and enjoyable experiences for consumers. Fun, creativity, and humor will have a positive impact such as reducing absenteeism, retaining qualified employees, and lowering turn over (Rockman 2003).

Ford et al. (2003) explained that fun at work is an important thing that must be applied in the company because when employees feel happy in their work will increase spirit and productivity. Fun at work has a positive relationship to performance, where when an employee feels happy in working it will improve their performance (Patel and Desai 2013). In contrast, Fluegge-Woolf (2014) explained that the direct influence of fun at work on performance was found to have no direct significant effect.

Fun at work reflects and enhances an employee's commitment to the organization.

Research conducted by Weiss (2002) states that employees who feel the excitement in working tend to show more positive behavior and affective state to their work. Fun moods and 'humor' in the workplace can be transmitted to other employees. Poon (2004) found that there is a significant relationship between one's emotions and organizational commitment. In other words, if a person is pleased or in a good emotional state, it will affect the commitment that they feel as well.

Karl and Peluchette (2006) explained that the excitement in working especially on experienced fun aspects leads to increased employee job satisfaction and better relationships between individuals working in a fun work environment. With the excitement of working in the work environment will increase job satisfaction for employees and employee loyalty to the company. This is indicated by the length of the employment period of employees as in research by Budaya (2013) on employees of the cigarette manufacturing company, especially in the Purchasing Wrapping Unit.

Table 1 Employees Based on Employment Period

Employment Period (Year)	Number of Employees	Percentage (%)
11-20	8	15.79
21-30	19	50
31-40	11	28.95
41-45	2	5.26
Total	40	100

From Table 2, there are testimonials from employees who have a long working period due to the culture of 'homey' in the workplace. The 'homey' culture is one part of the fun at work to make employees feel good about their work. In addition to the fun at work will increase the sense of kinship between employees, comfortable in the work environment, good relations with colleagues, work ties, eliminate boredom and improve employee job satisfaction.

From the difference of research result about the fun at work and its effect on the employee performance and the existence of object phenomenon in the existing company, hence can be formulated the main problem in this research is how to improve employee performance by paying attention to the fun at work with the role of job satisfaction and organizational commitment as mediation variable.

2. Review of Literature

Plester et al. (2015) describe the definition of fun is entertaining and relevant things that are relevant to the modern work environment. Fun is often interpreted differently by everyone. The difference in fun perceptions is based on differences in demographics, hierarchies, roles, and diversity. Although there are differences in perceptions, some studies show that fun can be associated with positive performance outcomes for organizations such as appeal to job seekers (Tews, Michel, and Bartlett 2012), job satisfaction (Karl and Peluchette 2006), work engagement, task performance and performance (Fluegge 2008).

Fun at work involves the existence of activities or social activities, interpersonal and other work activities that bring a comfortable, comfortable, and fun atmosphere for someone (Fluegge 2008). While McDowell (2004) in Fluegge (2008) makes fun at work as an activity that is unrelated to work but fun, entertaining and

fun. Fun at work can be created with a work environment specially designed to make employees happy in work, the interaction between employees with humor and kinship, as well as with activities that make employees feel 'pleased'. Ford et al. (2003) explain that a pleasant work environment is a deliberate environment that encourages, stimulates, and supports fun and memorable activities that have a positive impact on individual and group attitudes and productivity.

Based on the above definition can be concluded that the fun at work is the involvement of individuals both socially and intrapersonally in activities in the work environment whether related to work or not, but provide an entertaining atmosphere and full of fun that can improve employee performance.

2.1 Fun at Work and Employee Performance

Employee performance has a very important influence on overall organizational productivity and performance. Employee performance is the level of success of employees in performing tasks or jobs. Employee performance is based on standards that may vary from one to another.

Hasibuan (2009) argued that performance is a result of work based on skills, experience and sincerity, and time achieved by someone in carrying out the task given to him. While Dessler (2013) defines employee performance as a work performance which is a comparison between the work that can be seen clearly with the work standards set by the organization.

Van Oech (1982) cited in Fluegge-Woolf (2014), a fun work environment will be more productive than a work environment that tends to perform monotonous routines. Katherine Hudson (2001) argues that performance is a sign that a company or organization can implement a 'fun and friendly' culture for its employees and become fierce against its competitors (Ford et al. 2003). Fun is one way to make the organization more dynamic and flexible, so it will make the atmosphere of work more fun for employees.

The results of research conducted by Patel and Desai (2013) and Yanti (2013) show that the fun at work has a significantly positive relationship to performance. When an employee feels pleased in working it will improve their performance. However, different research results proposed by Fluegge-Woolf (2014) where the direct effect of fun at work on performance is found to have no direct significant effect.

H1: Fun at work has a positive effect on employee performance.

2.2 Fun at Work and Job Satisfaction

Job satisfaction is not a single concept where one can be satisfied with an aspect and feel dissatisfied with other aspects (Kreitner and Kinicki 2010). Job satisfaction is a common attitude or behavior that the individual has for the work he does (Robbins and Judge 2015). When an individual has a high satisfaction with his work, he or she tends to display positive behaviors or attitudes. Job satisfaction as a result of one's perception of how well their work gives things that people consider important (Luthans 2011).

Confidence in work and the pleasant mood at work can contribute to predicting job satisfaction (Fisher 2000; Ilies and Judge 2002). Ford et al. (2003) a pleasant working environment can increase employee enthusiasm, group cohesiveness, and job satisfaction. The positive relationship between pleasant feeling and job satisfaction is also evidenced by the research of Karl and Peluchette (2006). Employees who have a positive attitude toward fun are more likely to feel the fun in the workplace, have higher job satisfaction, and less feel emotional fatigue. Fun at work is positively related to job satisfaction (In and Ching 2010).

H2: Fun at work has a positive effect on job satisfaction.

2.3 Fun at Work and Organizational Commitment

Organizational commitment is defined as one's strong desire to be part of an organization, a willingness to exert effort and work hard for the organization, as well as one's belief and acceptance of organizational values and goals (Luthans 2011). So it can be said that someone who has an organizational commitment will tend to show it in the attitude of acceptance, confidence, strong against the values and goals of the organization, as well as a strong impetus to maintain membership in the organization for the achievement of organizational goals.

Commitment is defined as a force that guides action on one or more targets (Meyer and Herscovitch 2001). Commitment can be distinguished from the form of exchange-based motivation and from the relevant target attitudes and can influence behavior even in the absence of extrinsic motivation or positive attitudes.

Organizational commitment is often interpreted by employee feelings toward the organization, how employees are willing to

contribute and stay with the organization. This feeling is often called affection, where one dimension of organizational commitment is affective commitment. An employee who feels fun at work was pleased with the work environment, it will reflect them into a positive behavior and a positive attitude, one of which is how it is committed to the organization.

The fun at work reflects and enhances an employee's commitment to the organization. Weiss (2002) states that employees who feel the excitement in working tend to show more positive behavior and affective behavior to their work. Fun moods and 'humor' in the workplace can be transmitted to other employees. Poon (2004) found that there is a significant relationship between one's emotions and organizational commitment. In other words, if a person was pleased or in a good emotional state, it will affect the commitment that they feel as well.

H3: *Fun at work has a positive effect on organizational commitment.*

2.4 Job Satisfaction and Employee Performance

Job satisfaction has a positive impact on the organization, such as the impact on job performance, OCB, and customer satisfaction (Robbins and Judge 2015). Often believed that employees who are satisfied tend to be more productive than employees who are not satisfied. Unfulfilled job satisfaction can lead to decreased employee productivity.

Many researchers have conducted research on the relationship between job satisfaction and employee performance. Of the many previous studies that have been done, there are studies that show a positive relationship between job

satisfaction with employee performance, such as Judge et al. (2001), Davar and RanjuBala (2012), and Choi, Kwon, and Kim (2013), Putri, Udin, and Djastuti (2019), Wikaningrum, Udin, and Yuniawan (2018).

H4: *Job satisfaction mediates the relationship between fun at work and employee performance.*

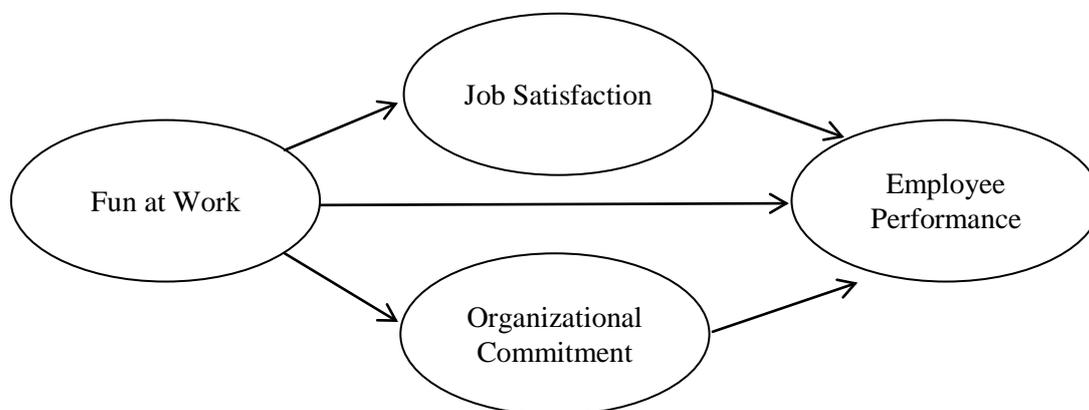
2.5 Organizational Commitment and Employee Performance

Organizational commitment becomes very important because when organizational commitment is built, it will lead to profitable organizational outcomes (Hanaysha 2016). Luthans (2011) summarizes that there are influences or outcomes of organizational commitment, such as high performance, low labor turnover, and low employee absenteeism.

Organizational commitment is an attitude that reflects employees' loyalty to the organization (Luthans 2011). Organizational commitment is also an ongoing process whereby members of the organization expose their attention to organizational success as well as ongoing progress. Highly committed employees towards the organization are more likely to accept each assigned task and execute it optimally for organizational purposes. Employees who have a high commitment to the organization will work more optimally and show good performance (Jaramillo, Mulki, and Marshall 2005; Lee, Tan, and Javalgi 2010; de Araújo and Lopes 2015; (Akbar, Udin, Wahyudi, & Djastuti, 2018; Udin, Handayani, Yuniawan, & Rahardja, 2017).

H5: *Organizational commitment mediates the relationship between fun at work and employee performance.*

Figure 1 Research Framework



3. Materials and Methods

Population refers to an entire group of people, events, or objects of interest that researchers want to study (Sekaran 2006). Based on this definition, the population in this study were employees of cigarette manufacturing companies.

The number of samples in this study was 170 respondents through questioner, divided into employees at managerial levels, employee supervisors, and labor. While the determination of the sample using purposive sampling method. Purposive sampling method where researchers have understood that the required information can be obtained from certain groups who are able to give the necessary information and meet the criteria specified (Ferdinand 2014). The tool used to process the data in this research is SEM (structural equation model) which supported by AMOS 18,0 program.

4. Data Analysis and Discussion

Among the 170 respondents, 75.59 percent (n = 129) were female, and 24.1 percent (n = 41) were male. The number of respondents with senior high school education background is 64.71 percent (n = 110) dominates the total number of respondents, followed by junior high school education

background (n = 31), bachelor's degree (n = 19), diploma-3 (n = 9), and diploma-1 (n = 1). Among them, 50.6 percent (n = 86) of employees with age ranges from 31 to 40 years old dominate the number of employees of the production of hand-rolled cigarette (SKT), cigarette manufacturing company, followed by 31.8 percent (n = 54) of employees with age ranges from 41 to 50 years old, 10.6 percent (n = 18) of employees with age ranges from 21 to 30 years old, and 7.0 percent (n = 12) of employees with age range more than 50 years old. In terms of working period, employees with working period 11 to 15 years are dominate (36.47 percent, n = 62), followed by employees with working period 16 to 20 years (25.29 percent, n = 43), employees with working period over 20 years (15.29 percent, n = 26), employees with working period 6 to 10 years (14.71 percent, n = 25), and employees with working period less than 5 years (8.24 percent, n = 14).

4.1 Measurement Model

From Table 2, it can be concluded that the correlation value shows positive and significant between fun at work, organizational commitment, job satisfaction, and employee performance. But the correlation between employee performance and job fun is negative and the correlation value is low.

Table 3 Descriptive Statistical Test and Correlation

Variable	Mean	Std. Error	Std. Dev.	Variance	(1)	(2)	(3)
Fun at Work	7.2471	.54334	7.08429	50.187	1		
Organizational Commitment	6.0765	.41575	5.42076	29.385	0.245	1	
Job Satisfaction	6.5176	.43187	5.63088	31.707	0.227	0.056	1
Employee Performance	6.0529	.37622	4.90533	24.062	-0.051	0.205	0.213

Next is the confirmatory factor analysis (CFA) test (Table 3) to show the strength of each indicator in explaining the variables. From the CFA test, it is expected that the value of each loading factor is > 0.5. The accuracy of the CFA test is supported by the goodness of fit index. The goodness of fit index meets the cut off value limit (significance probability = 0.186; CMIN/DF = 1.133; RMSEA = 0.028; GFI = 0.931; TLI = 0.986; CFI = 0.989; and AGFI = 0.905).

The result of quality measurement model shows that all construct are reliable with CR more than 70 percent (CR of fun at work = 91.10 percent; CR of job satisfaction = 89.04 percent; CR of organizational commitment = 83.47 percent; and CR of employee performance = 81.81 percent). The quality measurement model results also show that the variance extracted is greater than 0.5 (AVE of fun at work = 0.633; AVE of job satisfaction = 0.620; AVE of organizational commitment = 0.505; and AVE of employee performance = 0.475).

Table 4 Measurement Items and Item Loading Factor

Construct and scale item	Loading factor
Fun at Work	
Socializing with coworkers at work and outside of work	0.650
Pleasant work environment, comfortable and kinship	0.857

Construct and scale item	Loading factor
Sharing experiences and stories with coworkers	0.733
Celebrate a special day in the workplace	0.913
The company provides the freedom to enjoy the facilities provided to eliminate saturation in work	0.784
My supervisor encourages fun at work	0.810
<i>Employee performance</i>	
Employees always perform tasks in accordance with the standardized quality of the company	0.742
The production target set by the company has been fulfilled	0.598
Employees have the knowledge and good ability to carry out the work	0.708
Time targets set by the company to complete employment for employees are important	0.747
Time targets set by the company in accordance with the ability of its employees	0.640
<i>Job satisfaction</i>	
The work I received was what I wanted	0.738
I feel the company has set up a good and fair salary	0.763
I am satisfied with the leadership style performed by top managers in organizing and supervising their employees	0.786
Coworkers create a more productive working environment	0.882
I am satisfied with the work environment that supports me in completing the work	0.760
<i>Organizational commitment</i>	
I boast this organization to others outside the organization	0.635
I feel emotionally attached to this organization	0.821
For me, it will be hard to leave this organization	0.657
One of the main reasons I continue to work for this organization is that leaving this organization will require huge personal sacrifices, other organizations may not be in compliance with the overall benefits I get here	0.723
I was educated to believe in the value remained loyal to the organization	0.701

4.2 Structural Model

Model fit index indicates that the model fits the data and models that are hypothesized to be significantly better than the null model. The model fit index used in this study includes: chi square, significances probability, CMIN / DF, GFI, AGFI, TLI, NFI, and RMSEA. The proposed model provides fairly good data ($\chi^2 = 211.768$; CMIN/DF = 1.151; RMSEA = 0.030; GFI = 0.901; TLI = 0.981; NFI = 0.888; AGFI = 0.875; and $p = 0.079$).

If the value of chi-square is small, it will produce a large probability (p), indicating that between the sample covariant matrix and the covariance matrix of the model does not differ significantly (Ghozali 2016). The structural equation model can be said fit if the value of chi-square is small and probability > 0.05 . The use of chi-square is only appropriate for use in 100-200 sample studies, and if the number of samples is outside the range of samples, the significance test becomes less reliable (Ferdinand 2014).

4.3 Hypothesis Testing

Table 4 shows that all value of significance of estimated parameters is < 0.05 , except significance estimated parameter of fun at work to employee performance (0.075). It shows that the role of fun at work on employee performance is not significant. This indicates that the variables of fun at work have no direct effect on employee performance variables. So it can be concluded that H1 is rejected. The results are consistent with a study conducted by Fluegge-Woolf (2014) who found that the direct effect of fun at work on task performance was not significant. The fun at work has an effect on performance when mediated by other variables.

The direct effect of fun at work on job satisfaction is positive (0.227). The value of significance of estimated parameters for the relationship of fun at work with job satisfaction has C.R = 2.674 and $p = 0.007 (< 0.05)$ and is said to be significant. This indicates that the fun at work can increase job satisfaction perceived by employees.

So it can be concluded that H2 is accepted. The results are consistent with research conducted by

Ford et al. (2003), Karl and Peluchette (2006), and In and Ching (2010).

Table 5 Hypothesis Testing

	Variable	Estimates	S.E.	C.R.	ρ	Direct effect
Fun at work	→ Job satisfaction	0.199	0.074	2.674	0.007	0.227
Fun at work	→ Organizational commitment	0.224	0.081	2.756	0.006	0.245
Fun at work	→ Employee performance	-0.139	0.078	-1.781	0.075	-0.051
Job satisfaction	→ Employee performance	0.231	0.091	2.543	0.011	0.236
Organizational commitment	→ Employee performance	0.217	0.092	2.360	0.018	0.231

The direct effect of fun at work towards organizational commitment is 0.245. Judging from the value of the significance of estimated parameters, the relation of fun at work with organizational commitment has C. R = 2.756 with $p = 0.006 (<0.05)$ and can be said significantly. This indicates that organizational commitment can be enhanced through the fun at work perceived by employees. When employees feel the joy in the workplace, they will show positive attitudes and behaviors. On the other hand, when employees do not feel fun at work, employees will tend to show a low level of commitment. So it can be concluded that H3 accepted. Poon (2004) found that there is a significant relationship between one's emotions and organizational commitment. Employees who feel fun at work are more likely to display positive behavior and affective behavior toward work and organization (Weiss 2002). Where affective behavior is the dimension of employee commitment toward the organization.

The value of significance of estimated parameters of fun at work to job satisfaction is 0.007 (<0.05 , significant) and the value of significance of estimated parameters from job satisfaction to employee performance is 0.011 (<0.05 , significant). The total effect of fun at work on employee performance through job satisfaction is $0.227 \times 0.236 = 0.053$. Judging from the value of significance of estimated parameter and total effect value, it can be said that the role of job satisfaction mediation on the relationship between fun in work and employee performance is positive and significant. So H4 is acceptable.

The results are supported by research Choi et al. (2013) and Davar and RanjuBala (2012). Davar and RanjuBala (2012) stating that there is a positive and significant relationship between job satisfaction and employee performance, so that when employee satisfaction increases it will improve employee performance. Choi et al. (2013) said that employees who feel happy about working more show a positive attitude such as job

satisfaction. And job satisfaction is able to mediate employee happy feelings in the workplace with their performance. Employee performance can be improved through performance satisfaction (Choi et al., 2013).

The value of the estimated parameter significance of the fun at work to organizational commitment is 0.006 (<0.05 , significant) and the value of the significance of the estimation parameters of organizational commitment to employee performance is 0.018 (<0.05 , significant). The total effect of fun at work on employee performance through organizational commitment is $0.245 \times 0.231 = 0.056$. Judging from the value of the significance of estimation parameters and the total effect, it can be said that the role of mediation of organizational commitment on the relationship between fun at work and employee performance is positive and significant. So H5 is acceptable.

The stronger a person's commitment to the organization, they will be more obedient to performance (de Araújo and Lopes 2015). Lee et al. (2010) argue that the affective commitment of a person to the organization affect the performance of employees. Jaramillo et al. (2005) mentioned that the strong relationship between organizational commitment and employee performance is more shown in organizations that have a collectivism culture than a more individualized organizational culture. This strongly supports the research conducted in Indonesia as collectivist.

5. Conclusion and Implication

The main purpose of this study is to see the role of fun at work towards employee performance. In addition, this study also wanted to know the influence of job satisfaction and organizational commitment in mediating the fun at work on employee performance. The study was conducted in one of the largest manufacturing companies in Indonesia.

Based on the hypothesis that has been compiled at the beginning, the results showed that there is one hypothesis that is contrary to the results of research. From the hypothesis H1 to H5, the hypothesis H1 is contrary to the findings of the study. The findings for H1 show that the correlation between fun at work and employee performance is negative, which means that fun at work has no relationship to employee performance. In addition, the causality relationship between fun at work and employee performance has a negative and insignificant effect. The results are supported by Fluegge-Woolf (2014). Fluegge-Woolf (2014) study suggest that the direct effect of fun at work on employee task performance was found to be insignificant. Fun at work has a significant effect on employee performance when mediated by other variables.

The research findings for the hypothesis H2 to H5 consistent with the hypothesis that has been proposed originally. The results showed that the fun at work has a positive and significant effect on job satisfaction and organizational commitment (H2 and H3). These results indicate that fun at work can increase job satisfaction and organizational commitment. On the other hand, when employees are not happy at work, this will lead to decreased job satisfaction and organizational commitment.

Job satisfaction and organizational commitment are also known to mediate the relationship between fun at work and employee performance (H4 and H5). Choi et al. (2013) say that employees who feel happy about working more show a positive attitude such as job satisfaction. And job satisfaction is able to mediate employee happy feelings in the workplace with their performance. Employee performance can be improved through performance satisfaction (Choi et al. 2013). When employees are satisfied with their work, they tend to maintain that feeling of satisfaction by doing a better job. The more employees committed professionally (affective and normative) to the organization the higher the performance appraiser to it. The stronger a person's commitment to their organization will be more adherent to performance (de Araújo and Lopes 2015). Lee et al (2010) one's affective commitment to the organization affects employee performance.

Fun at work has an important role for employees. A pleasant working environment will stimulate employees to show good work attitude and behavior, such as job satisfaction, organizational commitment, and ultimately will increase employee productivity and performance.

From the results of research that has been done, celebration at work has a dominant contribution to the excitement of employees in the work. Celebrations, especially religious celebrations at work, can increase employee happiness. The majority of employees are domiciled in Kudus District and embrace Islam. As devout religious people, employees will feel happy when the company supports religious activities, namely the celebration of Eid al-Fitr or Eid al-Adha. When companies give time to worship or hold religious celebrations (such as Eid al-Adha, Christmas, etc.) for their employees, employees will feel the company is giving them a slack to perform worship.

The results showed that the working group or co-workers have a dominant contribution to employee job satisfaction. Indonesian people, especially Javanese, including employees in the cigarette industry in Kudus have a collectivism culture. Collectivism culture tends to prioritize the relational relationship between one and another. So that employees will be more satisfied with their work if it has and is supported by a comfortable and pleasant co-worker. Affective commitment has a dominant contribution to organizational commitment. This suggests a strong emotional attachment between employees and the organization contributes greatly to the improvement of organizational commitment. Given the high emotional attachment between employees and organizations, high performance is also generated (Meyer and Allen 1991).

Workers in manufacturing companies regulated by the standardization of time, quality, and quantity of output produced. This study shows that the time targets set by the company to complete the work dominate employee performance. This is because the standard time has a high control role for workers because it has a direct link to the incentives that will be obtained. Fun at work can be gained from the work environment and pleasant working climate, organizational activities, or organizational facilities provided to employees. Management must actively design activities that are able to provide employee feelings of joy and comfort. It is done with the ultimate goal to improve their performance.

Research on the fun at work is a new topic in the context of human resource management. Previous studies related to the topic are only slightly found. Especially research that discusses the relationship of fun at work and organizational commitment of employees. So in this research is still slightly convey scientific references related to

such issues. So that it becomes more concern for future research. The first suggestion for further research is in order to explore the relationship between the fun at work on organizational commitment. This is due to the limited literature related to the discussion. Second, it is necessary to do more research on how the relation of fun at work with employee performance because there is still a gap between the research results with each other. So as to enrich the existing literature. Third, the need to do research on the positive and negative aspects of employee behavior in addressing the fun at work. It is able to provide solutions for organizations in taking the policy to provide fun activities for employees.

References

- [1] Akbar, A. B., Udin, Wahyudi, S., & Djastuti, I. 2018. "Spiritual Leadership and Employee Performance: Mediating Role of Organizational Commitment in Indonesian Public University." *Journal of Engineering and Applied Sciences*, 13(12), 4344-4352.
- [2] Araújo, M.S.G. de, and P.M.P.R. Lopes. 2015. "Virtuous Leadership, Organizational Commitment and Individual Performance." *Tékhné - Review of Applied Management Studies*. Instituto Politécnico do Cávado e do Ave (IPCA).
- [3] Budaya, Lieng Sintan Eka. 2013. "Analisis Pengaruh Pembelian Strategik Dan Pengembangan Pemasok Terhadap Kinerja Pemasok Serta Pengaruhnya Terhadap Kelangsungan Hubungan Dengan Pemasok (Studi Kasus Di PT. Djarum)." Universitas Diponegoro.
- [4] Choi, Young Gin, Junehee Kwon, and Wansoo Kim. 2013. "Effects of Attitudes vs Experience of Workplace Fun on Employee Behaviors: Focused on Generation Y in the Hospitality Industry." *International Journal of Contemporary Hospitality Management* 25 (3): 410–27.
- [5] Davar, S. C., and RanjuBala. 2012. "Relationship between Job Satisfaction & Job Performance: A Meta-Analysis." *The Indian Journal of Industrial Relations* 48 (2): 290–305.
- [6] Dessler, Gary. 2013. *Resource Management Thirteenth Edition*.
- [7] Ferdinand, Augusty. 2014. *Metode Penelitian Manajemen*. 5thed. Semarang: Badan Penerbit Universitas Diponegoro.
- [8] Fisher, Cynthia D. 2000. "Mood and Emotions While Working: Missing Pieces of Job Satisfaction?" *Journal of Organizational Behavior* 21 (2): 185.
- [9] Fluegge-Woolf, Erin R. 2014. "Play Hard, Work Hard." *Management Research Review* 37 (8): 682–705.
- [10] Fluegge, Erin Rae. 2008. "Who Put The Fun in Functional? Fun at Work and Its Effects on Job Performance."
- [11] Ford C, Robert, Frank McLaughlin S., and John Newstrom W. 2003. "Questions and Answers about Fun at Work." *HR. Human Resource Planning* 26: 18.
- [12] Ghozali, Imam. 2016. *Aplikasi Analisis Multivariete Dengan Program IBM SPSS 23*. 8thed. Semarang: Badan Penerbit Universitas Diponegoro.
- [13] Hanaysha, Jalal. 2016. "Testing the Effects of Employee Engagement, Work Environment, and Organizational Learning on Organizational Commitment." *Procedia - Social and Behavioral Sciences* 229. The Author(s): 289–97.
- [14] Hasibuan, Malayu S. P. 2009. *Manajemen: Dasar, Pengertian, Dan Masalah*. Jakarta: Bumi Aksara.
- [15] Ilies, Remus, and Timothy A. Judge. 2002. "Understanding the Dynamic Relationships among Personality, Mood, and Job Satisfaction: A Field Experience Sampling Study." *Organizational Behavior and Human Decision Processes* 89 (2): 1119–39.
- [16] In, Chan Ying, and Yu Hiu Ching. 2010. "Workplace Fun and Job Satisfaction: The Moderating Effects of Attitudes toward Fun," no. April.
- [17] Jaramillo, Fernando, Jay Prakash Mulki, and Greg W. Marshall. 2005. "A Meta-Analysis of the Relationship between Organizational Commitment and Salesperson Job Performance: 25 Years of Research." *Journal of Business Research* 58 (6): 705–14.
- [18] Judge, Timothy A., Carl J. Thoresen, Joyce E. Bono, and Gregory K. Patton. 2001. "The Job Satisfaction-Job Performance Relationship: A Qualitative and Quantitative Review." *Psychological Bulletin* 127 (3): 376–407.
- [19] Karl, Katherine A, and Joy V Peluchette. 2006. "Does Workplace Fun Buffer the Impact of Emotional Exhaustion on Job Dissatisfaction?: A Study of Health Care Workers." *Journal of Behavioral and Applied Management* 7 (2): 128–41.

- [20] Kreitner, Robert, and Angelo J Kinicki. 2010. *Organizational Behavior*. New York: McGraw-Hill.
- [21] Lee, Olivia F., James A. Tan, and Rajeshkhar Javalgi. 2010. "Goal Orientation and Organizational Commitment: Individual Difference Predictors of Job Performance." *International Journal of Organizational Analysis* 18 (1): 129–50.
- [22] Luthans, Fred. 2011. *Organizational Behavior: An Evidence-Based Approach*. McGraw-Hill/Irwin. 12th ed. Paul Ducham.
- [23] Meyer, John P., and Natalie J. Allen. 1991. "A Three-Component Model Conceptualization of Organizational Commitment." *Human Resource Management Review* 1 (1): 61–89.
- [24] Meyer, John P., and Lynne Herscovitch. 2001. "Commitment in the Workplace: Toward a General Model." *Human Resource Management Review* 11 (3): 299–326.
- [25] Patel, Bhoomi, and Tarjani Desai. 2013. "Effect of Workplace Fun on Employee Morale and Performance." *International Journal of Scientific Research* 2 (5): 323–26.
- [26] Plester, Barbara, Helena Cooper-Thomas, and Joanne Winquist. 2015. "The Fun Paradox." *Employee Relations* 37 (3): 380–98.
- [27] Poon, June M.L. 2004. "Career Commitment and Career Success: Moderating Role of Emotion Perception." *Career Development International* 9 (4): 374–90.
- [28] Putri, E. R., Udin, & Djastuti, I. 2019. "Structural empowerment and service-oriented organizational citizenship behavior: The mediating roles of innovativeness and job satisfaction." *Quality-Access to Success*, 20(170), 112-117.
- [29] Robbins, Steven P., and Timothy A. Judge. 2015. *Perilaku Organisasi*. Jakarta: Salemba Empat.
- [30] Rockman, Ilene F. 2003. "Fun in the Workplace." *Reference Services Review* 31 (2): 109–10.
- [31] Sekaran, Uma. 2006. *Metodologi Penelitian Untuk Bisnis*. 4th ed. Jakarta: Salemba Empat.
- [32] Tews, Michael J., John W. Michel, and Albert Bartlett. 2012. "The Fundamental Role of Workplace Fun in Applicant Attraction." *Journal of Leadership & Organizational Studies* 19 (1): 105–14.
- [33] Udin, Handayani, S., Yuniawan, A., & Rahardja, E. 2017. "Antecedents and Consequences of Affective Commitment among Indonesian Engineers Working in Automobile Sector: An Investigation of Affecting Variables for Improvement in Engineers Role." *International Journal of Civil Engineering and Technology*, 8(10), 70–79.
- [34] Weiss, Howard M. 2002. "Deconstructing Job Satisfaction: Separating Evaluations, Beliefs and Affective Experience." *Human Resource Management Review* 12 (2): 173–94.
- [35] Wikaningrum, T., Udin, & Yuniawan, A. 2018. "The relationships among leadership styles, communication skills, and employee satisfaction: A study on equal employment opportunity in leadership." *Journal of Business and Retail Management Research*, 13(1), 125-134.
- [36] Yanti. 2013. "Pengaruh Workplace Fun Terhadap Kinerja Karyawan Berdasarkan Generational Differences (Studi Pada PT. BXY)."