

Impact of Workplace Fun and Employment Experience on Creative Process Engagement: Mediating role of Job Embeddedness

Zikra Wazir Qureshi¹, Maryam Saeed Hashmi^{2,*} and Hafiza Rabia Saeed Hashmi³

Abstract

The primary goal of this research is to examine the impact of Workplace fun and Employment Experience on Creative Process engagement. In this study, Job Embeddedness is perceived as a mediator between Workplace Fun-Employment Experience and Creative Process Engagement. For analysis, data were collected from 303 full-time working employees from different software houses in Lahore, Pakistan. The data was tested by using structural equation modeling (SEM) that yield a good fit which examined the proposed relationships and for this AMOS 22 and SPSS 20 were utilized. The findings of this study showed the significant impact of workplace fun and concluded that Workplace Fun and Employment Experience played a significant role by partial mediation through Job Embeddedness in the software sector of Pakistan. Further, the most dominant predictors were Workplace fun dimensions (fun activities, coworker socialization, fun job responsibilities, and managers' support for fun) on Creative Process Engagement and indicated how facets of fun influenced two HRM concepts such as creativity and engagement in a unitary term i.e., Creative Process Engagement. Results showed the positive side of workplace fun at different software houses in Pakistan. This paper contributes to workplace fun as up-to-date few studies grasp this concept in developing countries because employees will stay when they are happy in their organization. This paper adds valuable knowledge and contributes to managerial and practical implications in the decision-making in contemporary organizations.

Keywords – Workplace Fun, Employment Experience, Job Embeddedness, Creative Process Engagement.

¹ Student, Lahore College for Women University, Lahore, Punjab, Pakistan.

² Lecturer, Lahore College for Women University, Lahore, Punjab, Pakistan.
Murdoch University, Perth, Western Australia, Australia.

³ Student, UCP Business School, UCP, Lahore, Punjab, Pakistan.

*Corresponding Author: maryamhashmi57@hotmail.com, maryam.hashmi@murdoch.edu.au

1. Introduction

A renowned philosopher Plato believed that in everyday routine work must be experienced as play. Generally, individuals succeed if they have some good times in what they are doing. In our daily life, if people enjoy or have fun, then consequently they work hard, stay longer, keep their self-control in bad circumstances, and benefit the organization where they work (Gostick *et al.*, 2016). In this era, fun is considered as delight and joy; fun is the fulfillment that is rehearsed by organizations when workers are concerned about their accomplishments, for example thinking about to some degree doing good or yet cheering (Babar, 2020).

Although in the management literature, researchers have shown interest in the fun at the workplace, but rare studies explored relationships between fun at work and its outcomes within organizations. According to Abidi, (2020) there is a lack of empirical research on the fun at work in Pakistan and calls for future research in this regard. Previously, Plester (2016), highlighted the gap in the literature regarding fun and engagement experimentally and researched the connection among them through qualitative data only and calls the future researchers to examine this relationship quantitatively, therefore current study fulfills the above-mentioned gap. In Pakistan, the work environment of Engro Foods Private Limited is friendly and lays creative grounds for their workers (Saif, 2015). This study provides clarity on the concept of workplace fun to understand the importance of workplace fun and its necessary solution to adopt its aspects in Pakistan. The possibility of a fun working environment appears to be positive, clear, and basic however arising research recommends an amazing intricacy to this idea (Plester *et al.*, 2016) so there is room to further investigate this concept with outcomes of fun to provide more clarity from the managerial implications as it is beneficial to retain employees in the organizations in the current situation of Pakistan.

Zhang *et al.* (2016) view creative process engagement as an exceptional sort of commitment; CPE sees workers think and manage their undertakings imaginatively to deliver new and helpful answers to their problems (Zhang & Bartol, 2010b). From the above evidence employee engagement is seen in three different creative processes i.e., problem identifying, searching, and generating ideas (Zhang & Bartol, 2010a), the current study contributed to the existing literature by gathering creativity and engagement as a unitary concept i.e., creative process engagement.

The present study is substantial as it is proposed to enrich the existing literature by developing a new model on the relationship between workplace fun, employment characteristics, and creative process engagement demanded on the future research recommendations of previous researchers (Tews *et al.*, 2015 and Zhang, 2016). Moreover, the modern method of analysis has not been used in creative process engagement studies. There is a substantial need to use more detailed model fitness tests to ensure an up-to-date and in-depth analysis. Although workplace fun has got

some scholarly attention recently, however, a few its outcomes are still unexplored (Babar, 2020). Therefore, this study attempts to fill this research caveat by focusing on how workplace fun-employment characteristics affect CPE with mediating role of job embeddedness. Software Industry is chosen because employees must work on computers more often and it is considered a major risk factor that can cause mental health and visual distress for them; therefore, this study identifies more practical implications of study in this sector.

The current study is designed to address the following questions:

1. What is the impact of workplace fun and employment experience on job embeddedness?
2. Is creative process engagement possible through workplace fun and employment experience?
3. What is the significance of workplace fun and different aspects of employment in software houses?

2. Theoretical Background

Recently, a growing body of research demonstrated that whenever pioneers ease up and make fun in the working environment, then there is an extensive expansion in employee creativity (Gostick & Christopher, 2016). Baber (2020) outlined workplace fun as cheerfulness, and happiness that strike fear into the hearts of many bosses and seems like an invitation to supply around genuine concerns than certainly doing work. According to Iqbal (2020), research contributed to the association between tetheredness to development and creative process engagement in employees during COVID-19. However, no research has been found that involves workplace fun and creative process engagement in this pandemic. So, this study identifies that fun should be considered to make stay employees in the organization.

Recently, the term fun was frequently perplexed with the ideas of humor, giggling, amusing, and kidding but an overlapping concept at the same time (Plester *et al.*, 2016). Few recent studies, for example, Abidi (2020) found a positive association of workplace fun with project task performance. According to Tews *et al.* (2012), the origination of fun is confusing to famous suppositions that blissful climate and work are disconnected and separate from one another. Therefore, the present study explores this thought of fun in the work environment and connects with Engagement since evidence called new researchers on this topic as extremely uncommon (Plester *et al.*, 2016). So, to provide clarity to this relationship, this study investigates the two HRM concepts i.e., Engagement and creativity in a unitary term i.e., Creative Process engagement. Restubog and Aquino (2018) highlighted that play in the workplace has increased interest to an extent. Managers consider it a significant driver for inspiration and efficiency in the workplace. The present study will bridge this gap that when individuals experience fun at work, it could affect work outcomes like creativity.

With respect to Maslow Theory, social needs are the desire for love fulfillment by the organization through their support teams, parties, and celebrations. In fact, in many organizations managers help to satisfy their employees social needs by showing care and concern for them and this is the base of this study that why workplace fun is important. Scholars like Tews *et al.* (2014) stated different conceptualizations of fun in the literature.

The present study extends the basic principle that fun is multidimensional and followed the study of Tews *et al.* (2012) suggesting four dimensions of workplace fun. After two years, Tews *et al.* (2014) exhibited Workplace fun with an example of cafe servers and concluded that all fun is not equivalent and various parts of good times ought to be thought about instead of regarding fun as a solitary variable thus, current research is going to measure the fun with its four dimensions presented by (Tews *et al.*, 2014) and explores the impact of different employment experiences on job embeddedness and in turn Creative Process Engagement.

3. Literature Review

3.1. Workplace Fun

Workplace fun takes account of **Fun activities** incorporated as a variety of societal and different types of activities that are expected to advance satisfaction. Karl *et al.* (2005) and McDowell (2004) argued that although activities of fun exercises are under one umbrella and this study focused on some fun activities that are most favorable like celebrating any event at the workplace, organization gives food and rewards and festivities on any accomplishments. In addition, fun activities include celebrations of organizations programs, birth or adoption of a child, birthdays, and anniversaries. **Manager support for fun** is the second dimension of fun that includes official and casual happenings. For example, empowering for no reason and permitting fun on the job (Muceldilia *et al.*, 2016). Casimir *et al.* (2014) envisaged that managers' help is the most productive one than any other support. In addition, Muceldilia *et al.* (2016) argued that whenever employees saw supervisor support for the sake of entertainment, they were more energized about innovative changes in their work environments and challenges. Managers can expand the degree of helping hand to employees, which would lead to a creative process engagement (CPE) approach (Du *et al.*, 2016). Manager support found as a leading predictor because it helps in establishing a supportive work environment and such an atmosphere provides many opportunities for fun and increased the quality of fun activities (Becker *et al.*, 2012).

Through the evidence and in support to this argument, the present study proposed the effect of manager support and predicted the positive impact on other dimensions of workplace fun on our dependent variable, i.e., CPE. The third Dimension of Workplace Fun specified **coworker socializing**. According to Muceldilia (2016) coworker socialization includes casual activities, done by associates, for example, going outside together or spending time with one another, so coworker

socialization is expected to have an impact on CPE in the software houses of Pakistan. Tews *et al.* (2012) explained the definition of Coworker socializing as workers being friendly, active, and looking for a good environment for each other. Finally, the fourth dimension of our abstract variable is **Fun Job Responsibilities** It incorporates work practices that are agreeable, significant, and all-around composed with their benefits in a firm (Tews *et al.*, 2012). Job responsibilities were somehow static and build for the employees; sometimes managers gave a definite new task to incumbents which are enjoyable to employees for example interesting projects, more job rotation, or cross-training as well (Tews *et al.*, 2015).

Tews *et al.* (2015) investigated that **Employment experience** i.e., work interface time-based conflict, praise/rewards, and career opportunities relative to the fun are found dominant predictors of certain aspects of fun on job embeddedness. Hoobler and Brass (2006) **work interference time-based conflict** occurs when the time pressure linked with one task clashes with the one associated with the other task. At this point an employee commits over the top chance to work, then he/she has less of an open door to completely take interest in their own lives. Work-life balance is a difficult concept and is mostly faced by family roles, the support of the supervisor, and the autonomy given to the person for doing that job (Haar, Sunne, Russo, & Ollier-Malaterre, 2019). To fully explore the relationship of work interface time-based conflict with other variables of concern, this study identifies job embeddedness as a mediator between the Fun-CPE link.

Furthermore, this study addressed another important characteristic of Employment Experience which is **Weekend Work**. It is a form of balance between serious and fun activities, or scarcity. Typically, the ends of the week are the point at which the greater part of one's relaxing activities took place or when individuals work normal days Monday to Friday work week (Tews *et al.*, 2015). In daily life routine, when employees have weekend work, then they have less chance to enjoy in social activities with family, friends, and others. **Praise and rewards** were cherished by most people as well as an employee's desire within the organization to recognize his/her for their effort. From recent studies, Mikander (2010) suggested that in addition to rewarding, employees also need recognition; similarly, in many organizations, managers introduced reward events like giving certificates to the staff for their well worked, simple gifts like flower buckets or chocolates (Whyte, 2008).

Thus, in favor of this statement, this study accounts for workplace fun and employment characteristics as strong predictors of CPE. Lastly perceived career opportunities are theorized by Kraimer *et al.* (2011) as an impression of the accessibility of work undertakings and occupation puts that line up with one's professional benefits and targets. Recently, Yu (2011) extensively interpreted perceived career development support as how far workers feel relaxed with different career advancement exercises, laid out by the management to deal with their genuine ability and enhance their career paths in the organization. Drawing from these

arguments, the present study highlights the importance of perceived career opportunities to have an impact on Creative process engagement.

3.2. Job Embeddedness

Job embeddedness is known as a boon for organizations and many firms strive to have their employees stay (Shelly *et al.*, 2016). In literature, Mitchell *et al.* (2000) and Yao *et al.* (2004) defined Job embeddedness as which employees are enmeshed inside the association, related closely to their obligations which refrains them from leaving their present job. Nowadays, firms are becoming more anxious to retain their faithful employees, which directly affects their competitiveness. Especially, the reasons why workers quit their jobs have been a subject of considerable research over the years (Hom *et al.*, 2020). Thus, this study highlights the significance of job embeddedness which conceptualize three dimensions that are fit, link and sacrifice (Mitchell *et al.*, 2001).

In first component, **fit** aspect is explained as a perceived comfort and good compatibility with an organization. The better the fit, the more noteworthy employees feel expertly as well as personally happy and remain loyal with their employers. Secondly, **link** part addresses formal and casual relationship with an individual, firm or some other. Lastly, **sacrifice** is termed as a supposed cost of material which is forfeited to quit a job. In short, the restraining forces within an organization allow employees to embed in their present job and they rarely quit from the organization. Moreover, in a recent study conducted by Dechawatanapaisal (2018) highlights that job embeddedness is in nascent stage and future research is needed to understand how it effects and is effected by other variables. Thus, this paper emphasizes on embeddedness and using this variable as a mediator in theoretical framework that could be applied in organizations that are confronting difficulties connected with innovative job execution.

In addition, Jiang *et al.* (2012) investigated that Employment characteristics like praise and reward, time-based conflict and career opportunities gives space to better (fit) in the workplace; furthermore, participation and employee involvement strengthen the ties (links) and as consequence employees were likely to study the internal satisfaction as a potential loss (sacrifice) if they exit from organization. Bambacas and Kulik (2013) considered job embeddedness as a mediator between different HRM activities and rewards. Moreover, Bergiel *et al.* (2009) found mediating role of job embeddedness on the growth opportunities and supervisor support. Drawing from these evidence, present study fulfills this gap by considering Job embeddedness as a mediator between fun and aspects of employment experience.

3.3. Creative Process Engagement

Creative Process Engagement means employees' involvement that are pertinent to techniques or sequences. According to Zhang and Bartol (2010a), creative

processes incorporate three phases involved problem identification, information search, and idea generation. Baber (2020) argued that to promote creativity and productive work within organization, it is important to prioritize fun. Moreover, it assists to keep up spirit and success, and allowed an opportunity to workers to appreciate and foster blissful environment. Nijstad *et al.* (2010) argued that these behaviors enhance information, ideas, and employee perspectives, ultimately leads creative outcomes. Zhang (2016) sees creative process as an extraordinary sort of job commitment and suggested that organizations should utilize HRM aspects to promote the job embeddedness in the organizations.

Therefore, from the above evidence, present study explores the two HRM concepts, creativity, and engagement in a unitary term, i.e., creative process engagement. Martens (2011) argued about the restricted literature that connect the actual workplace with creativity in the working environment. For instance, Engagement is not a variable of our interest but here it is important to discuss engagement to keep our focal variable i.e., CPE clearer. In simple words, employees who feel great and found themselves as engaged; highly motivated by their jobs are happier and find their jobs meaningful too.

In Pakistan, software employees face ever-challenging work environments, and they need to administer both inward and external environments (Gull *et al.*, 2014). Therefore, the present study tries to investigate the relationship between fun working environment and employment experience ultimately on Creative process engagement in software houses of Pakistan. Software houses need to confront changing climate whether by the group inside the organization or the partners outside the organization (Gull *et al.*, 2014) and this research fulfills the emerging gap and chosen software sector. The foremost objective of this study is to identify the workplace fun and employment characteristics on the creative process engagement and investigate Job Embeddedness as a potential mediator because employees who are happy and enjoying their work at the job place will likely stay with the organization. The present study emphasizes research on Workplace fun and Employment experience as a predictor variable and hypothesized as:

- **H1.** Workplace Fun significantly impacts Job Embeddedness.
- **H2.** Employment Experience significantly impacts Job Embeddedness.

Job embeddedness was found to impact significant work-related behaviors like innovative work behavior (Ng & Feldman, 2010); another study by Widiyanto (2013), demand that there is a need to further include other variables that can affect the behavior of job embeddedness on innovation. As noted above, the present study explores the two HRM concepts, creativity, and engagement, in a unitary term, i.e., creative process engagement. For instance, what has not been examined is the potential for job embeddedness as a mediator in the above-mentioned relationship.

Therefore, the present study leads towards the effect of job embeddedness on our outcome variable i.e., creative process engagement.

- **H3.** Workplace Fun has a significant impact on Creative Process Engagement.
- **H4.** Employment Experience has a significant effect on Employment Experience.
- **H5.** Job Embeddedness has a significant effect on Creative Process Engagement.

Although job embeddedness emerged as an important construct (Harris *et al.*, 2011) and recently, Wageeh, (2014) suggested that JE can be taken as a mediator variable and argued that employees who stay in their jobs and consider their presence as a part of an organization are engaged in more workplace task. As noted above, praise and reward are the dimension of employment experience and supervisor support is the dimension of workplace fun so, therefore this study extends this literature and proposed the unexplored effect of embeddedness as a mediator:

- **H6.** Job Embeddedness significantly mediates between Workplace Fun and Creative Process Engagement relationship.
- **H7.** Job Embeddedness significantly mediates between Employment Experience and Creative Process Engagement relationship.

This study has extended the following model to test the proposed theory previously mentioned some gaps in the literature. Figure 1 shows the proposed model.

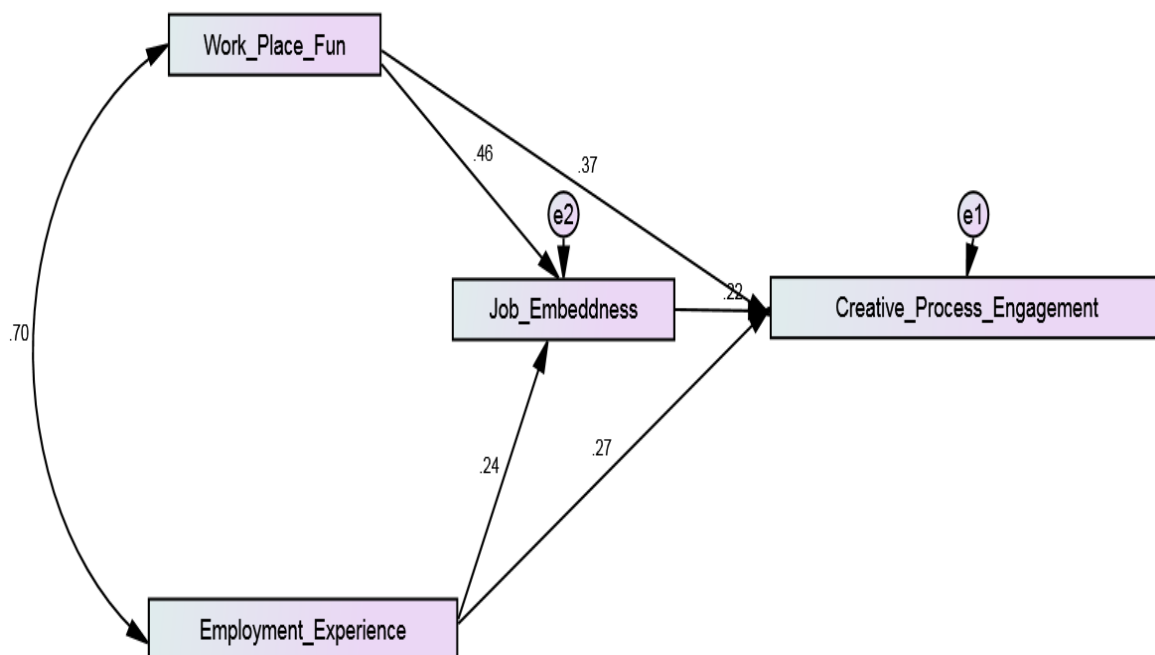


Figure 1: Theoretical Framework

4. Methodology

4.1. Population

Population of the study comprised of employees working in software houses of Lahore, Pakistan.

4.2. Sample Data Collection

Survey questionnaires were distributed to the full-time working employees of software houses in Lahore, Pakistan registered under PSEB (Pakistan Software Export Board). Almost 1100 software companies are registered under PSEB. A study conducted by Anderson and Gerbing (1988) showed that a sample size of 200 to 300 respondents provides an acceptable margin. Thus, the sample size for the present study is 350.

4.3. Sampling

Survey questionnaires were distributed in total (n=350), 315 were completed and marked. Among them, 315 questionnaires were received. 19 surveys were exempted as they had not been finished or manipulated while the leftover 296 were good for the analysis purpose, yielding a response rate of 86.5%.

4.4. Measurement Instruments

Firstly, this study has adopted the deductive approach as it moves the existing theory toward the data and measures the relationship between the variables. Secondly, to test the hypothesis, which is proposed in the model, the convenience sampling technique was used because when time is restricted and want to gather information quickly and takes the least effort. A well-structured Questionnaire was used in the current study.

- Workplace fun was measured by utilizing questions taken from McDowell (2004). The present study tracked a questionnaire (Tews *et al.*, 2014), a four-item scale to measure Fun job responsibility and supervisor support for fun as well.
- Employment experience was measured by adopting eleven items from the study of (Tews *et al.*, 2014) which consist of 3 items of work-personal life conflict, 5 items of Praise & Reward, and 3 items of Perceived career opportunity.
- Five items that measure job embeddedness are adopted from Crossley *et al.* (2007).
- 11 items that were developed by Zhang and Bartol (2010a) adopted for this study to measure Creative Process Engagement. Variables consist of 46 items which were measured on a Likert scale of five points (1 = strongly disagree, 5 = strongly agree). SPSS 20 and AMOS 22 software were used to analyze the data. In this paper, Structure Equation Modeling is used to test proposed relationships.

5. Results and Data Analysis

Before proceeding towards the fundamental analysis, firstly the data collected by software respondents were inspected for some errors while doing an entry in SPSS, and the data collected uncovered no cases of potential mistakes.

5.1. Demographics

Demographic information shows that around 56 % of respondents were male and 44 % of the respondents were females. For age composition, more than one portion of those polled were between the ages of 22 and 26 (58.8%). About 33% of employees were in the range of 17 to 21 years old. The remaining percentage of respondents ranged in age from 27-31 (6.1%) and 32-36 (2.4%) respectively. Following Table 1 shows demographic statistics:

Table 1: Demographic Statistics

Demographic Characteristics	Sample (N = 303) %
Gender	
Male	56.1%
Female	43.9%
Age	
17- 21 years	32.8%
22- 26 years	58.8%
27- 31 year	6.1%
3- 36 years	2.4%
Time Span	
Less than 1 year	4.7%
1 year	26.0%
2 years	53.0%
3 years	15.5%
4 years	0.7%

Table 2 delineates four mean values and SD as well correlation matrix of the related variables.

Table 2: Co-Relation and Descriptive Statistics

Particulars	Mean	SD	CPE	JE	WF	EE
Creative Process Engagement	3.87	0.81	1			
Job Embeddedness	3.56	0.77	0.560*	1		
Workplace Fun	4.23	0.93	0.658*	0.580*	1	
Employment Experience	2.82	0.66	0.617*	0.519*	0.663*	1

*Note: Correlation is significant at the 0.01 level (two-tailed).

5.2. Reliability

Factor loadings in Confirmatory Factor Analysis (CFA) range between 0.56 and 0.86, which is greater than 0.40 (Hair *et al.*, 2010). The Composite Reliability (CR) is between 0.887 and 0.948, which is greater than 0.60, and the AVE is between 0.513 and 0.670, which is greater than 0.50 (Fornell & Larcker, 1994). As a result, the estimations used in this paper are at an acceptable level, thereby supporting validity and reliability.

Table 3: Summary of Reliability Statistics

Serial No.	Variables	Cronbach's α	No. of items
1	Workplace Fun	0.918	19
2	Employment Experience	0.893	11
3	Job Embeddedness	0.885	5
4	Creative Process Engagement	0.895	11

In this study, discriminant validity was supported as all the correlations represented by *R* among each pair of construct variables, was less than AVE (Fornell & Larcker, 1981). Cronbach's Alpha values range between 0.885 and 0.918, with values greater than 0.70 (Zikmund *et al.*, 2010). In the proposed model, variables (WF, JE, EE, and CPE) were correlated with each other, and the strongest correlation was found between two independent variables i.e., WF and EE ($r = 0.663$), then come to the second strongest correlation that was between WF and CPE ($r = 0.658$). The lowest correlation was explained between JE and EE ($r = 0.519$). All the correlations are significant at 0.01 levels (two-tailed). In a study, Chin *et al.* (2008) stated that SEM is essentially a procedure of flexible and powerful tool to find solutions to observed or latent variables in a theoretical model.

The Goodness of Fit (GFI) measure was developed by Joreskog & Sorborn, (1998) to test Chi-Square and Tabachnick and Fidell (2007) sketched the section of variance characterized by the estimated populace covariance. In this study, all the variables of concern were multidimensional constructs that were based on a priori dimensions. SEM was recommended as well utilized in the previous literature, especially where the objective was to reduce the complexity of models (Butt & Run, 2010).

Structural Equation Modeling (SEM) of this study yield a good fit which examined the relationship among Workplace Fun, Employment Experience and creative process engagement while mediating through Embeddedness represented by the following fit statistics (Chi-Square = 969.571; $df = 641$, GFI = .855, CFI = .961, RMSEA = .042 and AGFI = .832). The relationship of variables stated in the hypothesis (H1-H7) as well as their significance was examined by standardized regression weights and *p*-values shown as:

Table 4: Estimates and Standardized Regression Weights

			β - Values	P- Values	Decision
Job Embeddedness	<---	Workplace Fun	.384	***	Accepted
Job Embeddedness	<---	Employment Experience	.280	***	Accepted
Creative Process Engagement	<---	Job Embeddedness	.232	***	Accepted
Creative Process Engagement	<---	Workplace Fun	.323	***	Accepted
Creative Process Engagement	<---	Employment Experience	.327	***	Accepted

Note: Path coefficients are standardized. * $p < 0.001$.

H1 predicted Workplace Fun significantly impacts Job Embeddedness. The proposed model is relevant to the first hypothesis that Workplace Fun essentially affects Job Embeddedness. As shown in table 2, *H1* was accepted ($\beta=.384; p<0.001$).

H2 predicted Employment Experience has a significant impact on Job Embeddedness. So, the structural model related to the second hypothesis indicated a significant as well as positive impact on Job Embeddedness. As shown in table 2, *H2* was supported ($\beta=.280; p<0.001$).

H3 proposed that Workplace Fun has a significant effect on Creative Process Engagement. The proposed model relevant to the third hypothesis indicates a positive and significant effect of Fun on Creative Process Engagement shown in table II, *H3* was supported ($\beta=.323; p<0.001$).

H4 proposed that Employment Experience has a significant effect on Creative Process Engagement. The model related to the hypothesis shows a positive and significant impact of Fun on Employment Experience. As shown in table II, *H4* was supported ($\beta=.327; p<0.001$).

H5 proposed that Job Embeddedness significantly impacts Creative Process Engagement. Hence, the structural model related to this hypothesis showed a positive and significant effect on Creative Process Engagement shown in table 2, hence, *H5* was supported ($\beta=.232; p<0.001$). Thus, hypothesis testing and its acceptance illustrate that variables of concern have a positive and highly significant effect on each other.

H6 proposed Job Embeddedness mediates significantly between Workplace Fun and Creative Process Engagement relationship.

H7 proposed Job Embeddedness mediates significantly between Employment Experience and Creative Process Engagement relationship. To test these two hypotheses, this study conducted a bootstrapping procedure to test for mediation. In accordance with Baron and Kenny (1986) study, Partial mediation was supported. Thus, Job embeddedness is partially mediating between Fun- Employment experience and Creative Process Engagement by using SEM, and the paths proposed in the model

result in statistically significant. Overall, paper findings exhibited the role of embeddedness as a mediator thus, H6 and H7 were supported. The results of Standardized Direct Effects and Standardized Indirect Effects are shown in Table 4:

Table 4: Estimation of Standardized Direct Effects and Standardized Indirect Effects- Two-Tailed Significance

	Direct Effects	Indirect Effects
JE <---WF	0.461	
JE <---EE	0.239	
CPE<---WF	0.369	0.102***
CPE<---EE	0.266	0.053***
CPE<---JE	0.221	

Notes: *** $p < 0.001$

In the final step of the regression model, Workplace fun revealed a significant predictor, while Employment experience was also positively related to embeddedness. The results of the analysis of the relative weight confirmed that all variables explained that the most dominant predictors of CPE were Workplace fun dimensions (fun activities, fun job responsibilities, coworker socializing, and manager support for fun).

6. Discussion and Conclusion

The findings of this research demonstrated that fun activities (celebrations at work activities, special events such as holiday parties, gift exchanges with each other, and celebrations of their achievements) have a significant and positive impact on creative process engagement. Secondly, different aspects of employment experience that include praise and rewards, work interface time-based, and perceived career opportunity were the least dominant predictors. Thirdly, job embeddedness accounted for partial mediation that channels between Fun, Employment Experience, and Creative process engagement in the software companies of Pakistan.

Rashid *et al.* (2015) provided literature support on work environment fun to get the significance of work environment and understand its positive arrangement is to omit the issues. Nowadays, people are living in a stressed culture, firms need to provide a calm and happy atmosphere at work as happy environments enhance their creativity which is fruitful for the organization and employees as well. Keeping in view that before developing such a happy work environment, it is important for companies to make sure that their employees have a positive response towards fun. In addition, Akgunduz (2017) found that employees with high job embeddedness showed an increase in their performance in the organization. It is also observed that when someone is appreciated and has good friends at the workplace and the organization provides them decent benefits, it will make an employee intend to stay at the organization for a long time (Sudibjoa, 2020). So, this study showed consistent and progressive results on employees' embeddedness in firms when they are happy

at the workplace, as a result, think towards work creativity. If employees share jokes or celebrate the birthdays of colleagues, they consider themselves more valued in the eye of an organization that creates a good relationship between the employer-employee.

Recent analysis is substantial as it enriches the existing literature for software employees who have an exciting as well as an enjoyable work experience instead of a dull and onerous work experience. Also, Ferreira (2017) established job embeddedness as an emergent concept to be far more appropriate in organizations. So, job embeddedness accounted for significant effect as a mediator between workplace fun and creative process engagement. It is noticed that none of the elements of fun were adversely associated with embeddedness in this study and results showed a strong influence of fun on embeddedness. These results reconfirm with the study of Tews *et al.* (2015). Finally, results provide greater support for this statement that new generation employees, specifically younger employees prefer fun in the workplace.

7. Limitation and Future Prospects

The present study is followed by a few limitations which must be taken under consideration and covered in future researches. First, the current study has confronted various resource issues like time, money, and some other fundamental assets that were required to conduct the research at a large scale. Due to this reason, the sample size for the present study was small and has some methodological limitations. In the future, studies can lead to a greater sample size to generalize the findings. Secondly, in the corporate optimistic culture, workplace fun can be examined as it is a positive idea. But, at the same time it is lacking on a negative side research on workplace fun. So, investigating workplace fun at an aggregate level (team) is critical because everyone's nature is not the same. Thirdly, the present study conducted a convenience sample on software workers working in the software houses of Pakistan. Also, different analytical techniques can be used to get more interesting results. Moreover, the present study is based on the I.T sector of Pakistan and only one industry is catered because of limited time and budget. Thus, this study can be replicated in different cities in Pakistan too. Some workplace fun cross-cultural studies are needed to generalize the influence of fun at the workplace. Future research can be done in other industries like the banking sector or service sector because the demand and environment of companies are different. It is suggested that activities that are associated with work and have a strong impact on creativity and employee engagement should be undertaken by the future researchers to extend the literature and for managerial perspective too. Regardless of its constraints, the current study included statistical basics on workplace fun and provided practical implications to organizations as well.

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