



## The Impact of Workplace Fun towards Employee's Working Attitudes at Japanese Companies in Indonesia

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### ABSTRACT

Japanese companies strongly implement the Japanese management style, which values time, rules, and seniority. Fun is often considered as irrelevant to work. At work, employees need to be serious, and fun is perceived to hinder performance. However, contrary to the general view, fun is an important aspect for the employees during their working process. Fun can bring positive consequences to the organisation. This study tries to examine the effect of fun at work on Job Satisfaction, Task Performance, and Organisational Citizenship Behaviour. The respondents are 141 employees working in Japanese companies in Indonesia, and the data processing and analysis process is performed using SEM (Structural Equation Modeling) method. The result of this study supports the previous proposition that fun can create positive consequences to work. Thus, fun is a relevant aspect in the workplace.

**Keywords:** Attitude towards Workplace Fun, Experienced Workplace Fun, Job Satisfaction, OCBI, Task Performance, Workplace Fun

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### INTRODUCTION

A study conducted by the University of Kansas shows that fun in the workplace positively correlates with success for both individual employees and the organisation, as employees who have enjoyment at work tend to show higher productivity. Another research by Karl and Peluchette (2006) also showed that fun in the workplace could generate several positive effects such as job satisfaction, positive behaviour directed to colleagues or the organisation, a higher level of creativity and innovation, and lower absenteeism rate.

An employee usually spends 8 hours a day or 40 hours a week working and staying in the workplace in a professional work setting. Furthermore, many employees may work

overtime for various reasons, one of them being workload demand. Based on a survey conducted by Business Insider in 2016, Indonesia is ranked 9 among 12 world cities with long working hours. The survey also discovered that Jakarta has an average of 40.4 working hours in a week, longer by 9.99% compared to the global number of average working hours.

For employees who spend a long duration in the workplace, having fun is considered essential to support various activities at work, such as finishing work assignments or interacting positively with colleagues, supervisors, subordinate, or any other company-related. Experiencing fun in the workplace may also give personal benefits such as creating a comfortable feeling, which can also increase work productivity. Many researchers said that experiencing pleasure in the workplace empirically impacts job satisfaction positively (Karl & Peluchette, 2006), drives positive behaviour of employees when interacting with their colleagues (Fluegge, 2008 in Choi, Kwon, & Kim, 2013), increases creativity and innovation (Caudron, 1992), and lowers the absenteeism rate. Furthermore, Fluegge-Woolf (2014) concluded that fun at work would positively impact people and organisations.

Many companies admitted that workplace fun is an important aspect to foster employees' loyalty and work productivity. This is reflected in the efforts of organisations in creating joy in the workplace. Tews et al. (2014) suggested that organisations need to develop activities unrelated to work duties in their offices to implement workplace fun properly. The creation of fun activities in the workplace is expected to encourage employees to give their best effort at work, thereby enabling organisational success. Workplace fun is also expected to generate a high level of employees' job satisfaction. Employees with a high level of job satisfaction tend to make positive contribution to/her work, such as possessing a high level of task performance.

Every workplace has a work style that may differ from one another. This work style becomes a concern for top management in every company. Top managers would try to create the organisation as a lovely place to work so that all employees can experience a pleasant working environment. However, some organisations may be perceived as less fun than others. This perception is often directed at Japanese companies, often stereotyped as workplaces where fun is less appreciated.

Research conducted within the Southeast Asian context by Diefenbach (2015) discovered that even though many Japanese companies have become multinational companies and operate outside of Japan, the Japanese management style is still kept firmly and solidly in daily work activities. It is said in the research that Japanese companies strictly adhere to rules and regulations, which may cause them to be perceived as rigid and disciplined compared to Western or Local companies. Moreover, Japanese culture also insists on paying attention to detail in every aspect of work

operation (Miroshnik & Basu, 2014). It indicates that every employee who works in companies must work carefully, accurately, and focus on every detail of his/her job.

Based on the illustration of Japanese culture and Japanese management style, this study aims to test whether Indonesian employees who work in Japanese companies experience fun in the workplace amid the discipline culture and adherence to rules and regulations. This study tries specifically to verify the impact of attitudes towards workplace fun on (1) experienced workplace fun of employees, (2) job satisfaction, (3) task performance, and (4) organizational citizenship behaviour towards an individual.

## LITERATURE REVIEW

### **Workplace Fun**

Researchers in the present have begun to focus on the importance of fun in the workplace (Chan & Mak, 2016). Lamm & Meeks (2009) defined workplace fun as playful social, interpersonal, recreational, or task activities that provide amusement, enjoyment, or pleasure. Ford, McLaughlin, & Newstrom (2003 in Choi, Kwon, & Kim, 2013 and Chan & Mak 2016) stated that workplace fun involves various activities that can create enjoyment and positively affect attitude and productivity for both individuals and groups. Plester, Cooper-Thomas, & Winquist (2015) said that workplace fun consists of 3 forms: (1) managed fun, (2) organic fun, and (3) task fun.

Managed fun refers to the fun activities created by managers to fulfill organisational objectives and may even become a part of the company's strategy. Real-life implementation of managed fun may be done in company gatherings, company parties, food and beverage sharing, games, or competition in the workplace that is carried out on a routine basis to bring joy and increase engagement among employees (Bolton & Houlihan, 2009). Organic fun is defined as a natural occurrence among employees because of spontaneous interaction. An example of organic fun would be employees joking around with one another. The last form of workplace fun is task fun. Task fun is related to the feeling when an employee can enjoy the job. It may also be found when an employee feels a passion for carrying out the task. Task fun can be found within the work activities, for example, business trips which may serve as working and traveling at the same time because an employee can visit new places while performing work duties.

Every person in the organisation can show a positive or negative attitude on many practical aspects. One of those attitudes is related to workplace fun, or directly called as attitude towards workplace fun (AWF). Tews, Michel, and Allen (2014) argued that workplace fun could involve related and unrelated activities to the job. Every employee has a different perspective in response to workplace fun. Some employees may see workplace fun as inappropriate, a sentiment that follows Henry Ford's opinion (Karl,

Peluchette, Hall and Harland, 2005). It states that when a person is in the workplace, the reasonable thing to do would be work activities, just as when a person is on the playing ground, it is acceptable to play or joke around. Working and playing cannot be blended and therefore, having fun in the workplace is unnecessary. However, this opinion may differ between employees as some of them may perceive that having fun in the workplace is important. They have a positive attitude about fun and see it as something positive and prevalent in daily work activities. These attitudes about perceiving joy in the workplace will determine the likelihood of experiencing fun. Many researchers showed that an employee with a positive attitude about workplace fun would be more likely to give a positive reaction to the work activities, which will foster experienced fun within the employee.

Experienced Workplace Fun or EWF refers to how a person can feel fun in the workplace. It concludes that experienced workplace fun (EWF) is a part of the attitude towards fun in the workplace. According to Choi, Kwon, & Kim (2013), EWF is significantly affected by employee's attitudes toward workplace fun (AWF). The same study also discovered that employee's job satisfaction (JS) is one of the outputs of EWF.

### ***Job Satisfaction***

Job Satisfaction (JS) is a part of individual attitudes and perceptions towards the job based on environmental factors, such as leadership style, policies and procedures, and working conditions (Gibson et al., 2011). Several outcomes of job satisfaction may be indicated from employee performance, organisational citizenship behaviour (OCB), customer satisfaction, absenteeism, turnover, and workplace deviance (Robbins & Judge, 2014). Job satisfaction and organisational commitment may directly affect low intention to quit, while role ambiguity and job stress indirectly affect intention to quit (Satyawadi, Joshi, and Shadman, 2013).

Many researchers stated that if an employee has a high level of job satisfaction, the employee tends to be more productive, more inclined to spread positive things about the organisation, willing to help their colleagues, go above and beyond with their efforts at work. For employees who have direct contact with consumers, their work will increase customer satisfaction level (Robbins & Judge, 2014). On the contrary, when employees feel dissatisfied with their jobs, they may create a high absenteeism, turnover, and deviant behaviours, such as workplace tardiness and theft. Employees who feel satisfied with their job will be more committed to their organisations, work in their best effort, and deliver their brand promise to customers (Cheung, Kong, and Song, 2014).

### ***Task Performance***

Choi, Kwon, & Kim (2013) stated that individual task performance is directly related to organisational performance, both as a technical aspect of production and a supportive aspect of performance. His research implied that employee performance measurement is not limited to the achievement of work standards but also their role as ambassadors for their work and employers and the degree to which they possess extra positive behaviour. On the opposite, Hosie & Nankervis (2016) argued that task performance is a form of the effectiveness of activities and is merely related to the technical aspects of work (Borman & Motowidlo, 1993).

Robbins & Judge (2014) stated that task performance is a combination of effectiveness and efficiency in performing the core task of a job. If the job is completed effectively and efficiently; it shows that the individual performing the task possesses a high level of task performance. Task performance is also related to the job description's work function (Robbins & Judge, 2014). In conclusion, task performance is strongly related to how a person performs the obligation and responsibility of a job efficiently while at the same time following the job description associated with the job's technical aspects.

### ***Organizational Citizenship Behaviour towards Individual (OCBI)***

The term citizenship behaviour emerged for the first time from the research done by Bateman & Organ in 1983. Organisational Citizenship Behaviour (OCB) is a type of behaviour that is not directly and explicitly regulated by the formal reward system. However, in general, OCB supports the organisation to function effectively (Luthans, 2011). Organisational citizenship behaviour or OCB is the behaviour of people within an organisation that is characterized as voluntary and gives a positive impact on other people or the organisation, and is not considered as a part of the job duties (Podsakoff, et al., 2009 in Agarwal, 2016). According to McShane & Glinow (2003), OCB is a behaviour that exceeds the legal obligation an employee needs to show concerning their job duties. Further research classified OCB into two aspects: (1) Organisational Citizenship Behaviour towards Individual or OCBI and (2) Organisational Citizenship Behaviour towards Organisation or OCBO (Choi, Kwon, dan Kim, 2013).

The classification of OCB is based on to whom a new behaviour is directed. Scholars define OCBI as an additional behaviour aimed toward the individual in the organisation, such as colleagues or supervisors, while OCBO is directed at the organisation (Choi, Kwon, & Kim 2013). Lee & Allen (2002) in Choi, Kwon, and Kim (2013) argued that OCBI strongly relates to job affection or feelings, such as happiness or sadness. For example, when a person is in a good mood, such as a joyous feeling, he or she tends to behave more altruistically, such as being more comfortable assisting other persons in an organisation voluntarily (Karl & Peluchette, 2006).

### ***Japanese Management Style***

The research conducted by Diefenbach (2015) on the culture of Japanese companies operating in South East Asia explained that most Japanese managers are very concerned and open toward the local culture and try to involve local employees in managing the organisation. Based on the study done by Furusawa, Brewster, and Takashina (2016), more than 60 percent of employees in Japanese multinational companies are local employees or non-Japanese employees. However, Japanese characteristics are still very strong and prevalent for certain work culture aspects such as obedience to rules and regulations and adherence to the organisation's standards. Diefenbach (2015) stated that Japanese companies implement a top-down approach regarding management style. It is also elaborated that in Japanese companies, a leader holds control over the company and is responsible for moving employees under his/her supervision. Because of this top-down approach, a strong authoritarian style is a stereotype of Japanese companies. Furthermore, Diefenbach (2015) also said that Japanese companies seldom involve local people in the decision-making process. They tend to prioritise discussion with their Japanese counterparts, especially on crucial issues.

Another research conducted by Fumio (2013) on Japanese management style discovered several aspects which are perceived as necessary in Japanese companies, namely greetings, punctuality, obedience to rules and regulations, respect towards senior employees, hard work, and an assumption that a leader is the first person to start or to perform a thing in the company (leader as a role model). These findings follow Diefenbach's argument, especially related to compliance with rules and regulations and the principle that a leader is a motor for everything related to the tasks within the organisation. Moreover, Fumio (2013) also stated that lifetime employment and seniority systems were several things that were perceived as necessary in the Japanese management style.

Both types of research in general, exposed that the Japanese management style focuses strongly on obedience to rules and regulations. This specific style is the cause for rigid and disciplined labels commonly addressed to Japanese companies. Thus, the deemed inappropriateness of workplace fun may be experienced by Indonesian employees who work in Japanese companies, and the impact of workplace fun might be insignificant if the employees experience it.

### ***Hypotheses Development***

The first variable in this study is Attitude towards Workplace Fun or AWF. It relates to an attitude that a person shows in response to the availability of fun in the workplace. The resulting reaction might be positive or negative depending on the individual judgment.

The availability of fun in the workplace is a form of an experience felt by employees. The experience itself is the second variable of this study, expressed as Experienced Workplace Fun or EWF.

A different responding attitude towards fun in the workplace will determine someone's experience in the organisation. About the research done by Choi, Kwon, & Kim (2013), when several organisation activities are purposely created in a fun way, and employees perceive fun in the workplace as something appropriate, salient, and beneficial to the job; employees tend to have enjoyment in working and involve in it. On the contrary, when employees perceive fun as something inappropriate, meaningless, and a hindrance to the exertion of their jobs, they will be more likely not to have any enjoyment when experiencing joyful activities. Therefore, attitude toward workplace fun (AWF) will positively affect experienced workplace fun (EWF) (Hypothesis 1).

The next variable to be assessed is job satisfaction (JS). Workplace humor and fun may positively impact employees' job satisfaction (Karl and Peluchette, 2006) and reduce working stress. This statement is an implication of previous discovery that high levels of job satisfaction will be more likely to decrease employees' stress level (Karl, Peluchette, and Harland, 2007). It is concluded that if employees can appreciate the fun in the workplace, they will experience the positive effect of workplace fun, such as a higher level of job satisfaction. Moreover, if employees enjoy the availability of fun in the workplace, they will show enjoyment when performing the job. Eventually, they will experience a boost in better task performance and better sensitivity to help their colleagues within their OCBI attitude.

Job satisfaction begins from individual assessments on various job contexts, one of them being the working environment. Workplace fun will give enjoyment to people within the workplace. Positive affect such as delight in working because of workplace fun will provide a positive impact on job satisfaction (JS) (Hypothesis 2), increase task performance (TP) (Hypothesis 3), and also positively impact how people behave and treat another person in the organisation or OCBI (Hypothesis 4).

If job satisfaction is already created, a person will generally feel high excitement to perform and finalize the job. It is implied that job satisfaction (JS) gives a positive effect on task performance (TP) (Hypothesis 5). Beside task performance (TP), the existence of job satisfaction (JS) will also support the positive behaviour of employees in the organisation, including affirmative conduct in treating another person in an organisation or called merely OCBI (Hypothesis 6). The brief research model is available in Figure 1.

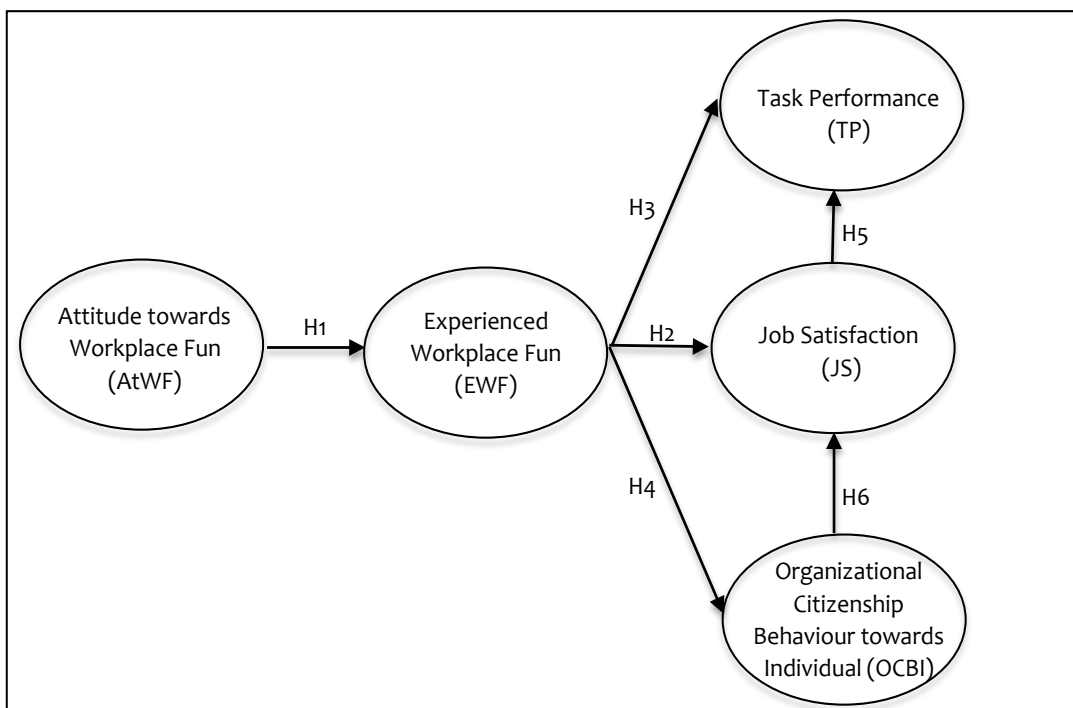


Figure 1. Research Model

## METHODOLOGY

The population of this research is Indonesian employees who work for Japanese companies in Indonesia. The minimum sample size for this study is 140 respondents based on a calculation of sample size determination in structural equation modeling or SEM. According to the sample size calculation in SEM, the number of indicators must be multiplied by 5. In this study, there are 28 indicators to measure the variables. The variables measured in this study refer to Choi, Kwon, & Kim (2013), which have already tested their validity and reliability level in several types of research before.

## RESULTS AND DISCUSSION

Data analysis in this research uses the Structural Equation Modeling (SEM) method. SEM acts as a simultaneous equation system, linear causal analysis, path analysis, analysis of covariance, and structural equation modeling (Wijayanto, 2008). Several characteristics differentiate SEM from other regression and multivariate analysis methods. The first aspect is the construction of multiple interrelated dependence relationships, which is the ability of SEM to arrange several different multiple regression equations that have connections to one another at the same time (Wijayanto, 2008). In SEM, an independent variable in one equation may be a dependent variable in another equation. The example of said variables in this research includes experienced workplace fun (EWF) and job



satisfaction (*JS*), which have roles as the independent variable in one equation and the dependent variable in another equation.

**Table 1. The goodness of fit (GOF) of Second-Order Confirmatory Factor Analysis (CFA)**

<b>Absolute-Fit Measures</b>		
Statistic Chi-square	df =309 466.90 (P = 0.00)	Poor Fit
Goodness-of-fit Index (GFI)	0.80	Marginal Fit
Root Mean Square Residual (RMR)	0.048	Good Fit
Root Mean Square Error of Approximation (RMSEA)	0.060	Good Fit
Expected Cross Validation Index (ECVI)	4.32	Good Fit
CVI for the saturated model	5.40	
CVI for independence model	11.26	
<b>Incremental-Fit Measures</b>		
Non-normed Fit Index (NNFI)	0.83	Marginal Fit
Normed Fit Index (NFI)	0.68	Poor Fit
Adjusted Goodness of Fit Index (AGFI)	0.76	Poor Fit
Relative Fit Index (RFI)	0.64	Poor Fit
Incremental Fit Index (IFI)	0.86	Marginal Fit
Comparative Fit Index (CFI)	0.85	Marginal Fit
<b>Parsimonious-Fit Measures</b>		
Akaike Information Criterion (AIC)	604.90	Good Fit
Saturated AIC	756.00	
Independence AIC	1577.07	
Consistent Akaike Information Criterion (CAIC)	877.36	Poor Fit
Saturated CAIC	2248.63	
Independence CAIC	1683.69	
<b>Other Goodness of Fit Index</b>		
Critical "N"	108.66	Poor Fit

A latent variable measurement uses one or more observable indicators formed as questions within the questionnaire. The measurement model is called Confirmatory Factor Analysis (CFA). After elaboration of CFA has already been performed and determined to meet the goodness of fit, validity, and reliability (see Tables 1 and 2 for details), the next step is to investigate the structural model. However, in cases where CFA does not meet the established criteria, several corrective actions may need to be performed, such as modifying the simples program, deleting indicators in the questionnaire, or utilising the modification indices. The purpose of the structural model is to determine the relationship between variables.

**Table 2. Validity and Reliability Test of Second-Order Confirmatory Factor Analysis**

<b>Variables</b>	<b>Construct Reliability (CR)</b>	<b>Variance Extracted (VE)</b>
Attitude towards Workplace Fun (ATWF)	0.78	0.59
Experienced Workplace Fun (EWF)	0.58	0.32
Job Satisfaction (JS)	0.78	0.55
Task Performance (TP)	0.85	0.9
Organizational Citizenship Behaviour towards Individual (OCBI)	0.75	0.39

In conducting structural model analysis, several things need to be noted, starting from observing the model's goodness of fit, examining t-value, and inspecting the structural model's coefficient to see the significance of one variable's impact level on another variable. T-value is tested to examine the relationship among variables. The relationship between variables is implied when the t-value is between  $\geq 1.96$  or  $\leq -1.96$  for the two-tailed hypothesis and  $\geq 1.65$  or  $\leq -1.65$  for the one-tailed hypothesis. In this study, hypotheses formulations are one-tailed since the directions of every relationship between the variables have been established as either positive or negative.

The returned questionnaires were sorted to ensure all the respondents are eligible according to the conditions of the sample frame. These namely Indonesian employees work in Japanese companies that operate in Indonesia and have Japanese expatriates presently employed in their workforce composition. The final amount of collected respondents is 141 people. As many as 38.3 percent of respondents are women, and 61.7 percent are men. As many as 91.49 percent of respondents are within the 17 to 31 age range, and 8.51 percent are within the 32 to 47 age range. Respondents are noted to come from various industries such as automotive, consumer goods, banking and financial service, oil/gas/mining, IT/Technological services, etc. The work tenure of the respondents ranged from more than three years (53.90%), 1 to 3 years (33.34%), and less than a year (12.76%).

After performing the examination on CFA and comparing the result to established standards, the next step is to observe the structural model see the relationship between variables. The goodness of fit indicators for the structural model shows that several criteria have been met, while other indicators fell short of the standards (see Tables 3 and 4 for detail). For example, the RMSEA value is 0.066 less than 0.08, the minimum standard for a good fit.

It is to be noted that criteria such as RMR and ECVI have met the standard of good fit indicators. In incremental fit indexes, three tests have met the standards: NNFI, IFI, and CFI. A similar pattern is also present in parsimonious fit indicators, where AIC meets the goodness of fit standard. It, therefore, implies that the structural model is adequate to observe the relationship among variables because it has reached several goodness of fit

standards and can be applied to answer the hypotheses formulation, whether it is accepted or rejected. Figure 3 depicts the relationship among variables based on the structural model extracted from SEM analysis.

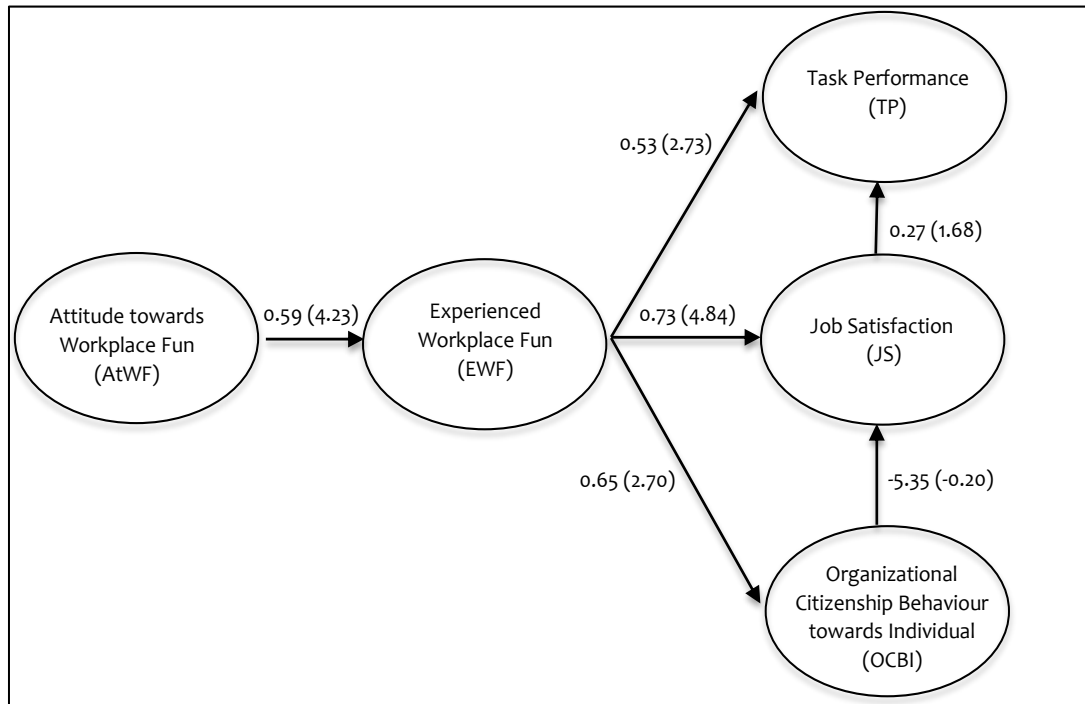


Figure 2. Loading Factor

By observing the t-value between variable attitude towards workplace fun (AWF) and experienced workplace fun (EWF), it is concluded that hypothesis 1 is accepted since its t-value of 4.23 is higher than the threshold of 1.65. This result indicated that Indonesian employees in the Japanese company's perception of workplace fun could determine their experiences of workplace fun. If an employee has a positive attitude towards workplace fun, the employee tends to experience fun in the workplace, in line with the notion that an employee with a negative attitude towards workplace fun tends to suffer less fun.

The direction of the relationship is positive, which indicates that employees' perception of fun as a salient and essential aspect of the workplace will result in an experience of fun in the workplace. This is because the employees will feel that there is an availability of fun in the workplace regardless of the management style implemented by the organisation. A rigid and disciplined working style characterizes Japanese companies, but the employees can still experience fun if they possess a positive attitude. Consequently, the employees can always find enjoyment during working time. This finding is akin to the study done by Choi, Kwon, & Kim (2013), who showed that attitude towards workplace fun (AWF) has a positive impact on experienced workplace fun (EWF).

Table 3. The Goodness of Fit (GOF) Structural Model

<b>Absolute-Fit Measures</b>		
Statistic Chi-square	df = 288 464.75 (P = 0.00)	Poor Fit
Goodness-of-fit Index (GFI)	0.80	Marginal Fit
Root Mean Square Residual (RMR)	0.054	Good Fit
Root Mean Square Error of Approximation (RMSEA)	0.066	Good Fit
Expected Cross Validation Index (ECVI)	4.22	Good Fit
ECVI for the saturated model	5.01	
ECVI for independence model	10.39	
<b>Incremental-Fit Measures</b>		
Non-normed Fit Index (NNFI)	0.80	Marginal Fit
Normed Fit Index (NFI)	0.66	Poor Fit
Adjusted Goodness of Fit Index (AGFI)	0.75	Poor Fit
Relative Fit Index (RFI)	0.61	Poor Fit
Incremental Fit Index (IFI)	0.83	Marginal Fit
Comparative Fit Index (CFI)	0.82	Marginal Fit
<b>Parsimonious-Fit Measures</b>		
Akaike Information Criterion (AIC)	590.75	Good Fit
Saturated AIC	702.00	
Independence AIC	1454.62	Poor Fit
Consistent Akaike Information Criterion (CAIC)	839.52	
Saturated CAIC	2088.01	
Independence CAIC	1557.29	
<b>Other Goodness of Fit Index</b>		
Critical "N"	101.99	Poor Fit

Experienced workplace fun (EWF) has a positive effect on job satisfaction (JS) (hypothesis 2 is accepted). It is indicated by the t-value of 4.84, which is higher than the two-tailed t-test critical value of 1.65. This finding indicates that if employees are experiencing fun during the working time, they will have a higher level of job satisfaction than employees who do not feel the fun during their working time. It also suggests that regardless of the management style applied in the organisation, employees are more likely to be more satisfied in the workplace if they can experience fun. Another research showed that if someone can experience fun in the workplace, employees will have a higher job satisfaction and vice versa (Chang & Yu, 2010). Experienced workplace fun also positively impacts task performance (TP) (hypothesis 3 is accepted). This finding implies that employees who can experience fun when doing work activities tend to be more driven to finish their work responsibilities in support of achieving organisational objectives. Experienced workplace fun (EWF) affects OCBI positively (hypothesis 4 is accepted). It implies that the experienced fun at the workplace will determine the likelihood of the employees treating other people in the organisation well. Employees who encounter fun tend to address their organisational counterparts more properly. On

the contrary, if the employees cannot experience fun in the workplace, they tend to show a low level of OCBI.

Job satisfaction (JS) affects task performance (TP) positively (hypothesis 5 is accepted). It indicates that when someone is satisfied with the job, it will drive them towards achieving the right level of performance standard. However, job satisfaction does not affect OCBI (hypothesis 6 is rejected). This finding contradicts the conclusion of Choi, Kwon, & Kim (2013) which stated that if someone is satisfied with the job, it will encourage employees to treat people in organisation nicely and have the willingness to give any assistance needed. However, this finding of job satisfaction's insignificant effect on OCBI is confirmed by Huang et al. (2012).

Problems in the measurement process may cause the rejection of hypothesis 6. All aspects of job satisfaction indicators must be included in measuring job satisfaction. It includes satisfaction with the job itself, satisfaction towards colleagues, satisfaction towards the supervisor, satisfaction towards promotion opportunities, satisfaction towards the working environment, and satisfaction towards received rewards. In this study, the measurement of job satisfaction depends only on the job itself and working environment aspects and excludes other elements of job satisfaction measurement. The problem of measurement, which did not include the whole aspect of job satisfaction determinants and instead only measures the job satisfaction, in general, may serve as a probable argument in explaining the rejection of hypothesis 6.

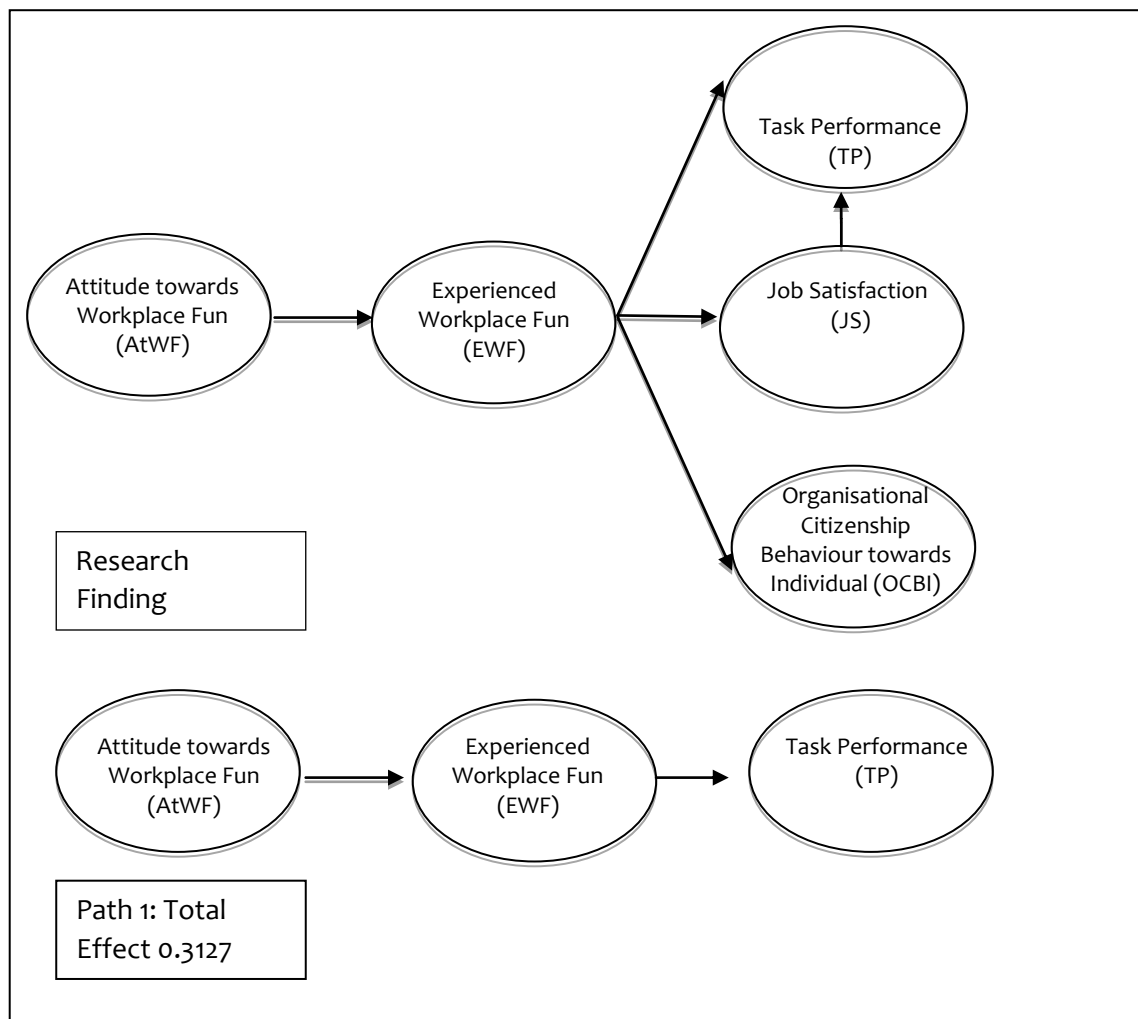
**Table 4. Hypotheses Testing**

Hypotheses	t-value	Standard Loading Factor (SLF)	Conclusion
H1: Attitude towards workplace fun positively affects experienced workplace fun	4.23	0.59	Hypothesis Accepted
H2: Experienced workplace fun positively affects the job satisfaction	4.84	0.73	Hypothesis Accepted
H3: Experienced workplace fun positively affects task performance	2.73	0.53	Hypothesis Accepted
H4: Experienced workplace fun positively affects organizational citizenship behavior toward individual	2.70	0.65	Hypothesis Accepted
H5: Job satisfaction positively affects task performance	1.68	0.27	Hypothesis Accepted
H6: Job satisfaction positively affects organizational citizenship behavior toward individual	-0.20	-5.35	Hypothesis Rejected

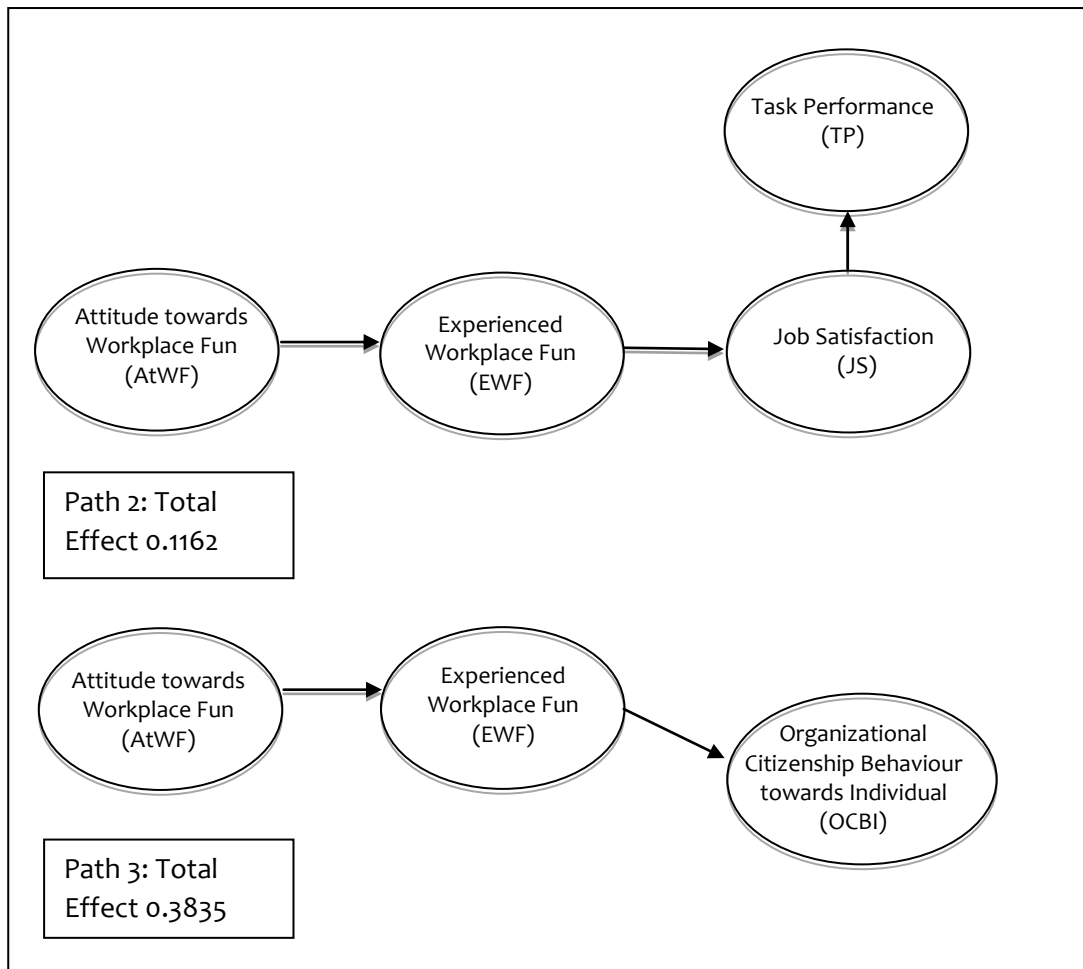
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In general, the finding concludes that workplace fun positively affects task performance, job satisfaction, and organisational citizenship behaviour towards an individual (OCBI). Even though the respondents in this study work in Japanese companies, identical to hard work and disciplined management style, the employees' attitude toward fun will enable them to experience joy in the workplace. Experienced workplace fun will impact the working attitude and behaviour of the employees.

The implication of this study is the importance of the organisation to create a fun atmosphere in the workplace. The finding confirms that fun in the workplace can generate a positive working attitude, which is identified in this research as task performance, job satisfaction, and organisational citizenship behaviour towards individuals. In Figure 3, fun in the workplace has the highest effect on OCBI, with a total effect of 0.3835. It implies that fun in the workplace can create a friendlier environment among employees. It will also encourage people to show sensitivity to their colleagues. Therefore, it may be concluded that the culture of Japanese companies does not hinder employees from experiencing fun in the workplace.



**Figure 3. Path Analysis Diagram of the Research Model**



**Figure 4. Path Analysis Diagram of the Research Model (cont.)**

To conclude, the companies need to build a more dynamic working environment to create fun in the office since, in this research, the workplace fun concept is associated with employees' attitudes or mental aspects. The organisation can initiate several activities to create fun, such as organizing a corporate event, sharing session, or corporate party. Suppose the employees have a good attitude towards fun and feel that the company supports the existence of fun. In that case, it will have a better impact on the organisation by increasing individual and group performance, boosting social interaction, and fulfilling the employees' need to work in a pleasant environment. Moreover, in the upcoming era, the younger generation will dominate the workforce and prefers a friendly place to work. It is far from impossible for workplace fun to be created and felt by the employees, although they work in an organisation with a rigid management style and strict obedience to rules and regulations, such as in

Japanese companies. Therefore, the fun can be created regardless of the types of organisational culture implemented within the company.

### CONCLUSION

This study proved that workplace fun has a positive impact on the organisation. Workplace fun significantly impacts task performance, job satisfaction, and OCBI. Even though the research is carried out in Japanese companies, which are stereotyped with rigorous organisational culture, it does not make the employees think they can ignore the workplace fun. The corporate culture of Japanese companies is perceived to be still capable of bringing fun to the workplace.

The workplace must be designed carefully to emerge fun without ignoring or abandoning core values of culture believed by the organisation. This study affirmed that Indonesian employees in Japanese companies can still feel fun in the workplace amid the disciplined ambiance that characterizes Japanese working culture.

However, this study only focused on the attitude aspect of workplace fun and did not measure the physical element of workplace fun. This aspect becomes an important caveat because the organisation has no guidance in designing what kind of material things to consider when planning an office layout. Is an open space office or workplace equipped with sports equipment and games that can generate fun? In this research, fun is more identical to the working atmosphere than a physical arrangement. Thus, the source of workplace fun must be elaborated in the future, whether it is because of physical composition or merely because of the working atmosphere. If the source of the fun comes from the office layout, the company must pay careful attention to arranging the physical environment. However, if fun emerges because of the working atmosphere, the consideration regarding the office's physical structure may become unnecessary.

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