



The Impact of Workplace Fun on Employee Turnover: The Mediating Effect of Job Satisfaction and Commitment

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Abstract

This paper aims to investigate the effect of fun activities on employee turnover at Thailand institutions. The study uses Google Forms to distribute its questions, adhering to a quantitative methodology. In total, 350 respondents filled out the survey. The data was first analyzed using the coding technique, and then “quantized” data was analyzed using SPSS software and AMOS to construct the structural equation model to study the mediating impact of job satisfaction and commitment on the relationship between workplace fun and turnover. The findings demonstrate that workplace fun can help attain organizational goals by increasing the level of engagement and decreasing turnover. The findings also showed that commitment and job satisfaction tend to play an important role as mediators between workplace fun and turnover. The findings emphasize the need to adopt workplace fun activities and highlight the relevance of implementing such activities and their benefits on the employees’ total productivity, as well as the many methods of using such activities in the workplace. The findings assist managers in creating a fun work environment that enhances employee engagement, which in return will help organizations attain their goals.

Keywords: Workplace Fun, Turnover Intention, Commitment, Job Satisfaction, Productivity

JEL Classification Code:E44, F31, F37, G15

I. Introduction

For Millennials making the workplace fun may be a way to satisfy their demands. This technique may help them feel more integrated and improve retention. A growing body of academic research confirms the value of having fun at work. Fun has been linked to employee attitudes and affective states including work satisfaction, organizational dedication, and engagement, as well as a good mood and pleasant emotions, according to

Tellaet al.(2007). Job satisfaction and retention are critical for a company's long-term performance and viability. No one has the ability to gauge the degree of pleasure that a person feels while working. Organizations nowadays have several issues, chief among them being the management of their people resources while also ensuring their satisfaction and retention. Examine the relationship between work happiness and employees' willingness to stay with the company, and provide suggestions on how to make that relationship stronger according to Ushakov&Shatila (2021).

Having a retention plan built on a well-articulated human resource management system was again stressed as being vital. The ultimate goal of this research is to get a better understanding of the potential usefulness of fun from a broader viewpoint, as well as additional theoretical insights and evidence-based practice recommendations. Resources might be placed within the following levels: the organization (e.g., income, career opportunities), interpersonal and social relations (e.g., supervisor and coworker support), the organization of work (e.g., job quality, involvement in decision making), and the task (e.g., skill variety, performance feedback (Rukhmani et al., 2010). Generally, the nature of the relation between job demands and resources is negative since job demands, such as workload and time pressure, could prohibit the utilization of job resources (Roy&Dugal, 2015). In an equivalent manner, high job resources, such as coworker and supervisor support, might lessen job demands. Oluseyiand Ayo (2019) differentiated resources using a different and distinctive approach.

II. Theoretical Framework

2.1 Relationship Between Workplace Fun and Turnover

According to Erezand Zidon(2014), for millennials making the workplace fun may be a way to satisfy their demands. This technique may help them feel more integrated and improve retention. It's



common knowledge that having fun may help you achieve a variety of goals, including greater work satisfaction and organizational dedication, as well as reduced stress and employee turnover. A growing body of academic research confirms the value of having fun at work. Fun, for example, has been linked to employee attitudes and affective states, including work satisfaction, organizational dedication, and engagement as well as a good mood and pleasant emotions, according to Erez (2017). Additionally, research has shown a link between having fun at work and attracting new employees in a recruitment environment, and having reduced intentions of leaving the business according to Shatila&Alozian (2019).

The current research on workplace fun among Millennials builds on prior studies by examining the link between particular characteristics of fun and job embeddedness in relation to other components of the working life, according to UshakovandShatila (2021). There is some evidence that fun is important, although it has typically been studied as a whole. There are several elements to workplace fun; however, this research will concentrate on four of them: formally enjoyable events, management support for fun, colleague socialization, and fun job duties according to Ushakov&Shatila (2022). It is also necessary to research to determine how much enjoyment employees have at work compared to other factors. This is critical since some academics question the usefulness of having a good time, according to Egan (2018). It is for this reason that the current research will examine the significance of fun in connection to the relevance of work-life balance, praise and recognition, and Millennials' perceptions of career chances. Although having a good time at work is important, there is probably more to the tale according to Kumar et al (2022). Millennials with full-time jobs who graduated with a hospitality management degree in the United States will be used to investigate these challenges according to Hamza &Shatila (2022). The ultimate goal of this research is to get a better understanding of the potential usefulness of fun from a broader viewpoint, as well as additional theoretical insights and evidence-based practice recommendations. This can lead us to the following hypothesis:

H1: *There is a negative relationship between workplace fun and employee turnover.*

2.2 Mediating Effect of Job Satisfaction on The Relationship between Workplace Fun and Turnover

Organizations may avoid the hassle of high attrition by learning about variables that impact worker retention and methods to improve it. Job satisfaction and retention are critical for a company's long-term performance and viability, according to Ushakov (2021). No one can gauge the degree of pleasure a person feels while working. However, several things might directly or indirectly impact how satisfied individuals are at work. In today's competitive business world, when quality and efficiency are expected, companies that create work environments that attract, motivate, and retain exceptional individuals will have an advantage, according to Danish and Usman (2020). Organizations nowadays have several issues, chief among them being managing their people resources while ensuring their satisfaction and retention according to Huynh and Nguyen (2019). This is critical for every company since the knowledge and skills of workers have become essential in today's competitive business world. As a result, the purpose of this article was to look at the variables that influence workers' levels of job satisfaction, according to Abadi et al. (2011). Examine the relationship between work happiness and employees' willingness to stay with the company, and suggest how to make that relationship stronger. A retention plan built on a well-articulated human resource management system was again stressed as vital. This can lead us to the validation of the following hypothesis:

H2: *Job satisfaction mediates the relationship between workplace fun and turnover*

2.3 Mediating Effect of Commitment on the Relationship Between Workplace Fun and Turnover

It has become the usual practice in human resource management to work from home owing to the widespread dissemination of the novel coronavirus (COVID-19). Every government has implemented rigorous lockdown measures to slow the spread of the virus and hence the economic cycle. Organizations all around the world have devised a variety of tactics to stay afloat, with Work from Home being the most prevalent. Over the previous two decades, numerous scholars, notably in Europe, have been exploring and offering their thoughts and techniques in this area. This epidemic, on the other hand, forces people all across the globe to think about the idea of working from home,



according to Connolly et al. (1980). Despite several studies, no empirical data exist on how motivation and commitment affect workers' job satisfaction and performance in a Work from the Home environment. This study's primary goal is to find out how motivation and commitment affect work happiness and performance in the home environment of the employees involved, according to Armstrong (2016). As a result of the exhaustive literature research, we were able to build a conceptual model that includes four different independent variables. Using a web-based structured questionnaire, 700 workers in Selangor and Kuala Lumpur, Malaysia, were polled.

Data collecting over the internet was deemed the best option for this research due to travel constraints. Using a purposive sample strategy, 478 people completed the survey, yielding positive results. Structural equation modeling was employed to get to a conclusion in this research. According to the findings, employee work satisfaction and performance in the setting of Work from Home were directly influenced by the normative commitment and intrinsic motivation. The results also revealed that work satisfaction had a role in moderating the relationship between employee commitment and performance, according to Chowdhury (2017). Human resources departments and policy officials will be guided by these beneficial results when building a proper strategy for allowing their staff to work from home. However, this is one of the very few empirical studies that look at how employee happiness and performance are affected by factors like motivation and commitment when employees work from home. This can lead us to the validation of the following hypothesis:

H3: *Commitment mediates the relationship between workplace fun and turnover*

III. Scale Development and Methodology

The type of this investigation is a quantitative study, where a self-administrated was used to examine the link between the selected variables for this report. The surveys comprise standardized scales with shown reliability and validity in earlier investigations. The development and distribution of this survey were picked as the technique of this research since they are known to be a fast-moving manner of gathering data and a cheap approach. The survey was designed in a soft-copy format, where they were made using Google forms for data collection and testing. This survey was done on Thai persons who work in various

fields. The rationale for picking these individuals as the research sample was because very few studies have been performed concerning the influence of establishing workplace fun on workers' job satisfaction, commitment, and attrition. The survey was optional, and the workers had the choice to continue or resign. The survey consisted of 34 closed-ended questions for the participants

3.1 Workplace Fun Scale Development

It was Aydin and Ceylan (2019) who first devised a scale to gauge how much pleasure people have at work. On a scale of 1 (strongly disagree) to 5 (strongly agree), these five things are evaluated (strongly agree). Because of the survey's high validity and dependability, it's widely used. Bloisi et al. (2019) are among the authors who've shown the scale to be reliable.

3.2 Turnover Scale Development

Using three-item surveys, Heizer and Render (2019) created the first turnover scale. It is possible to score 1 (strongly disagree) or 5 (strongly agree) for each of these three factors. The turnover survey is well recognized for its accuracy and validity. The validity of this scale has been proved by authors such as Kreitner et al. (2019).

3.3 Job Satisfaction Scale Development

Latham (2014) created the initial work satisfaction scale, which consisted of three components. It is possible to score 1 (strongly disagree) or 5 (strongly agree) for each of these three factors. Validity and dependability have long been associated with the work satisfaction survey. Authors such as Odusami et al. (2013) have already proven such a scale's validity.

3.4 Commitment Scale Development

Rynes et al. (2014) created the initial commitment measure, consisting of an 18-item questionnaire. This scale has three levels of commitment: emotional, continuation, and normative. The first two categories include six questions apiece, while the third has five questions, and all are rated on a scale of 1 (strongly disagree) to 5 (strongly agree). The validity and reliability of the commitment survey are well-known. The validity of this measure was shown by authors like Beugré (2020) and Cartwright (2019).



IV. Data Analysis and Results

The hypothesis will be tested using SPSS and other statistical methods, and the findings will be presented in a tabular and graphical representation of data to identify the most

significant features of the sample. Factor Analysis and reliability coefficients will be used to verify the instrument's validity and reliability. Multiple regression analysis will be used to decompose the hypothetical model's relationship between variables.

4.1 Regression Analysis One: Relationship between Workplace Fun and Turnover

Table 1 Regression One

Model Summary						
Model	R	R Square	Adjusted R Square	Std. An error in the Estimate		
1	.602 ^a	.363	.359	.889		
a. Predictors: (Constant), Workplace Fun, Turnover						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.999	.281		3.560	.000
	Workplace Fun	.712	.071	-.602	10.093	.000
a. Dependent Variable: Turnover						

The above regression analysis aims to study workplace fun (the independent variable) and turnover (the dependent variable). The results in Table 1 showed a P-Value (0.00) < 0.05, and T= 10.093 and Beta = -0.602. Furthermore, the model showed R = 0.602, which means that the variables mentioned in this model represent 60.2% of the effect on the dependent variable and R² of 36.3%,

which means there is a moderate relationship between workplace fun and turnover. This can lead us to validate the following hypothesis: *H1: There is a negative relationship between workplace fun and turnover*. For every one-unit increase in the workplace, fun leads to a 60.2% decrease in employee turnover in the workplace.

4.2 Regression Two: The Mediating Effect of Job Satisfaction on the Relationship between Workplace Fun and Turnover

Table 2 Regression Two

Model Summary						
Model	R	R Square	Adjusted R Square	Std. An error in the Estimate		
1	.707 ^a	.500	.494	.790		
a. Predictors: (Constant), Workplace Fun, Job Satisfaction, and Turnover						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.279	.270		1.036	.302
	Workplace Fun	.563	.066	-.477	8.516	.000
	Job Satisfaction	.393	.056	-.391	6.985	.000
a. Dependent Variable: Turnover						

The above regression analysis aims to study the relationship between workplace fun (the independent variable) and turnover (the dependent variable) using Job Satisfaction (Mediator Variable).

Workplace Fun showed a P-Value (0.00) < 0.05, and T= 8.516 > 2 and Beta = -0.477 as for the Job Satisfaction Variable (The Mediator Variable) scored a P-Value 0.00 < 0.05, and T-Test 6.985 > 2



and Beta = -.391. Furthermore, the results in Table 2 showed $R = 0.707$, which means that the variables mentioned in this model represent 70.7% of the effect on the dependent variable and R^2 of 50%. It can be noted that the R^2 scored in this model (50%) is higher than the R^2 mentioned in regression 1 (36.3%), which means that job satisfaction mediates the relationship between workplace fun and turnover.

This can lead us to validate the following hypothesis: *H2: Job Satisfaction mediates the relationship between workplace fun and job satisfaction*

For every one-unit increase in the workplace, fun leads to a 47.7% decrease in employee turnover in the workplace.

Every one-unit increase in job satisfaction leads to a 39.1% decrease in employee turnover in the workplace

4.3 Regression Three: The Mediating Effect of Commitment on the Relationship between Workplace Fun and Turnover

Table 3 Regression Three

Model Summary						
Model	R	R Square	Adjusted R Square	Std. An error in the Estimate		
1	.683 ^a	.393	.356	.891		
a. Predictors: (Constant), Workplace Fun, Commitment, Turnover						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.918	.354		2.595	.010
	Workplace Fun	.714	.071	-.604	10.062	.000
	Commitment	.751	.036	-.623	9.369	.006
a. Dependent Variable: Turnover						

The above regression analysis aims to study the relationship between workplace fun (the independent variable) and turnover (the dependent variable) using commitment (Mediator Variable). Workplace Fun showed a P-Value $(0.00) < 0.05$, and $T = 10.062 > 2$ and Beta = -0.604 as for the Commitment (The Mediator Variable) scored a P-Value $0.006 < 0.05$, and T-Test $9.369 > 2$ and Beta = -.623. Furthermore, the model showed $R = 0.683$, which means that the variables mentioned in this model represent 68.3% of the effect on the dependent variable and R^2 of 39.3%. It can be noted that the R^2 scored in this model (39.3%) is higher than the R^2 mentioned in regression 1 (36.3%) and

lower than R^2 in regression 2 (50%), which means that commitment mediates the relationship between workplace fun and turnover but lower than job satisfaction (Table 3).

This can lead us to validate the following hypothesis: *H3: Commitment mediates the relationship between workplace fun and job satisfaction*

For every one-unit increase in the workplace, fun leads to a 60.4% decrease in employee turnover.

For every one unit increase in commitment leads to a 62.3% decrease in employee turnover in the workplace



4.4. Structure Equation Modelling

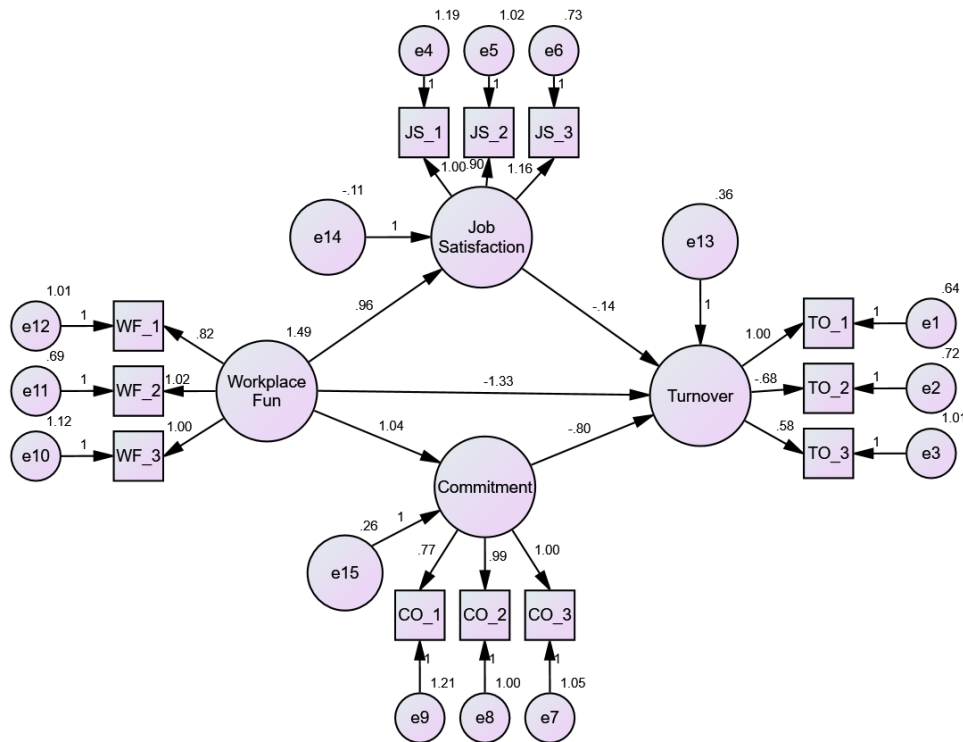


Figure 1 Structure Equation Modelling

Referring to the above structure equation model (Figure 1), it can be noted that Workplace Fun is the dependent variable and is represented by (WF1, WF2, and WF3) as for the mediators, which are Job Satisfaction (JS1, JS2, and JS3) and Commitment (CO1, CO2, and CO3) and the dependent variable Turnover (TO1, TO2, and TO3).

It can be noted that the relationship between workplace fun and turnover is -1.33, which

means that the relationship is an inverse relationship between the research variables. It can be noted that workplace fun tends to impact job satisfaction by 0.96 and commitment by 1.04, and in turn, job satisfaction affects turnover by -0.14; thus, commitment tends to impact turnover by -0.80. It can be noted that Job Satisfaction tends to impact the relationship between workplace fun and turnover more than commitment.

Table 4 Path Analysis Weights

			Estimate	S.E.	C.R.	P
Turnover	<---	Workplace_Fun	-1.327	.486	-2.732	.006
Job_Satisfaction	<---	Workplace_Fun	.958	.094	10.146	.002
Commitment	<---	Workplace_Fun	1.045	.101	10.347	.001
Turnover	<---	Job_Satisfaction	-1.136	.474	-2.396	.004
Turnover	<---	Commitment	-1.162	.355	-3.273	.042

Referring to the above table (Table 4), it can be noted that the relationship between workplace fun and turnover is significant since it scored $P = 0.002 < 0.05$ and scored B (-1.327), as for the relationship between workplace fun and job satisfaction is significant $P = 0.002 < 0.05$ and B (0.958). However, the relationship is positive and

significant between workplace fun and commitment since $P = 0.001 < 0.05$ and B (1.045).

However, it can be noted that job satisfaction and turnover scored $P = 0.004 < 0.05$ and B (-1.136) which means that job satisfaction mediates *partially mediates indirectly* the relationship between workplace fun and turnover,



and as it can be noted that the B had decreased from (-1.327) for workplace fun and turnover to (-1.136) for job satisfaction and turnover which means the higher the job satisfaction is, the lower the turnover will be in the workplace.

At last, it can be noted that commitment and turnover scored $P = 0.042 < 0.05$ and B (-1.662) which means that there is a significant relationship between both and that commitment *partially mediates indirectly the relationship* between workplace fun and turnover, and it can be noted that the B had decreased from (-1.327) for workplace fun and turnover to (-1.162) for commitment and turnover, which means the higher the commitment is, the lower the turnover will be.

V. Discussion and Managerial Implications

Workplace fun, job satisfaction, turnover, and commitment were the primary goals of this research project. That is to say; they were looking for a correlation between factors like job satisfaction, loyalty, and turnover in the workplace and how much fun they had. According to this research, there is a clear link between workplace fun and employee turnover. Workers who had fun at work were less likely to leave their jobs. It's clear that having fun at work and taking a break will lead to higher satisfaction with one's employment. Accordingly, the study's results confirmed those of previous studies, which found a link between workplace fun and employee turnover. Furthermore, this study's findings complement H2 and show that job satisfaction directly impacts workplace fun and turnover. Basson et al. (2018) discovered that employee turnover was inversely correlated with their ability to have fun at work. With the help of management, conducting entertaining events in the workplace may increase employee contact with the business (Baldoni, 2018)

There is a clear correlation between workplace enjoyment and employee turnover, which is substantiated by this research. Contrarily, the statistics revealed that Thai workers had a low loyalty toward the institutions in which they worked. Furthermore, this study's findings confirmed H3, indicating an indirect negative correlation between employee satisfaction at work and employee turnover. According to research by Ali and Ahmad (2020), the more pleasure you have, the more likely you are to quit your job.

Because both workplace enjoyment and turnover are linked in some way, the outcomes of this study are consistent with previous research. Especially in these hard times, employees in Thailand are reluctant to leave their jobs, even if

they are dissatisfied because many businesses have closed due to Covid-19 and the general economic situation. This reduced the chances of obtaining new employment, making it more difficult for workers to determine what to do.

Employees in Thailand feel the same about attitudes and beliefs such as turnover, job satisfaction, and dedication since they are treated the same in the workplace. Female employees have the same rights as male employees, are assessed and compensated in the same manner, and get the same salary owing to their employment levels and accomplishments. As a result, both men and women in Thailand have the same mindset and perspectives when it comes to having a good time at work. Fun in the workplace has a direct impact on job satisfaction and dedication. This is because people who have fun at work tend to be more satisfied and committed to their jobs, unlike those who are more likely to leave their jobs.

Both theory and practice benefit from our findings. Research on workplace fun has shown a clear correlation between workplace fun and job happiness (Annamalai et al., 2019). In terms of application, our findings clearly demonstrate that having fun at work requires meticulous planning, which includes determining who is responsible for the planning and when the fun should take place. Therefore, companies should do all they can to establish a pleasant and positive work environment. Companies must also guarantee that these entertaining activities are widely accepted and that the use of these exercises is likely to bring about favorable consequences for both the individual and the company in terms of motivation, dedication, productivity, as well as an increase in their profitability.

In other words, our research shows that having fun at work has a positive impact on employee happiness, loyalty, and retention. The fact that not all companies are cognizant of the reality that not all workers have a good time at work is also essential. To avoid the problem of ignoring workers' feelings and attempting to create a fun atmosphere, managers and specialists in the sector will need to be educated. When these actions are used in the right manner and at the right time they may have a significant impact on an organization's productivity, morale, and morale. Also, managers and HR specialists should be well-versed in organizing these kinds of events and ensuring that everyone is having a good time, as well.



VI. Conclusion and Limitation

To summarize, this research sought to determine if work satisfaction and commitment acted as moderating factors in the link between employee turnover and job satisfaction. Because of the global pandemic and the country's financial circumstances, workers may have difficulty evaluating workplace enjoyment these days, and as a result, their joy is certain to be waning. Because of this, firms should assist their workers by adopting more entertaining activities and attempting to make their employees more content, which will allow the association to get through and survive these tough moments. Organizations must, of course, ensure that their staff has a good attitude toward these activities before implementing them.

People who work in places where they may have fun are more likely to achieve high levels of well-being and emotional stability. This also generates a positive work atmosphere for everyone in the firm, which reduces turnover and enhances job satisfaction and commitment, which in turn builds a competitive edge for the company in the market.

Because of this, several studies have shown a strong correlation between fun in the workplace, job satisfaction, and employee turnover and commitment. As a result, HR and management specialists should be able to address and solve any issues linked to the lack of workplace fun by investing more time and resources in fun activities and meeting the demands of workers. As a result of this study, future studies will be able to explore new research areas and discover additional benefits for associations by creating a joyful work atmosphere.

There are certain limitations to this research, as there are to all investigations. To begin, the phrase "workplace fun" is a relatively new one in the scientific community, since the vast majority of studies on the subject date from the early twenty-first century. Because the research was a thesis, it had to be completed within a set time window, which restricted the extent of the results. Third, there was a lack of detail about the perception of workplace enjoyment by workers. Fourth, stress, motivation, or work performance may have been included as a potential explanatory variable in this investigation. As a result, academics have lately focused on workplace fun, and characteristics associated with organizations should be included in future studies looking at the relationship between workplace fun and other variables. There isn't yet a study that focuses just on how clients or consumers could react to seeing employees having a good time at work, so future studies should also look at how

customers react to workplace fun, which may differ depending on their age, gender, and knowledge level. Further research is needed to study the cultural differences in workplace fun, for example, two workers from different cultures may interpret workplace fun differently. Finally, since there aren't many papers on the issue, additional study into the gender variations in workplace enjoyment is needed.

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