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**FUN AT WORK AFFECT TASK PERFORMANCE IN MANUFACTURING
COMPANIES**



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UUM
Universiti Utara Malaysia

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**FUN AT WORK AFFECT TASK PERFORMANCE IN MANUFACTURING
COMPANIES**

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ABSTRACT

Manufacturing industries is one of the largest contributors to Malaysian economy. It has direct and significant contribution to gross domestic product (GDP) and job creation, and provides crucial inputs for the rest of the economy, thus having a significant effect on the investment of a country. Therefore it is important to make sure that this industry will keep doing well by time to time to maintain its performance. This study will examine one of the factors that might give some influence in this industry which is the fun at work. A total of 165 respondents have been identified for data collection during this study is conducted. 217 questionnaires were distributed to employees of different manufacturing companies in Penang. The data was analysed using Correlational to examine the relationship between the dependent variable and the independent variables. It is found that socializing with colleague, celebrating at work, global fun at work and personal freedom have relationship with task performance.

Key terms: Task Performance, Socializing with Colleague, Celebrating at Work, Personal Freedom, Fun at Work

ABSTRAK

Industri perkilangan merupakan salah satu penyumbang terbesar kepada ekonomi Malaysia. Ia mempunyai sumbangan langsung dan signifikan kepada Keluaran Dalam Negara Kasar (KDNK) dan penciptaan lapangan pekerjaan, dan menyediakan input penting bagi seluruh ekonomi, dengan itu memberi kesan yang signifikan terhadap pelaburan sebuah negara. Oleh itu, penting untuk memastikan bahawa industri ini akan terus berjalan dengan baik dari semasa ke semasa untuk mengekalkan prestasinya. Kajian ini akan mengkaji salah satu faktor yang mungkin memberi pengaruh dalam industri ini iaitu Keseronokan di Tempat Kerja. Sejumlah 165 responden telah dikenalpasti untuk pengumpulan data semasa kajian ini dijalankan. Soal selidik 217 telah diedarkan kepada kakitangan syarikat perkilangan yang berlainan di Pulau Pinang. Data dianalisis dengan menggunakan Korelasi untuk mengkaji hubungan antara pemboleh ubah bergantung dan pembolehubah bebas. Adalah didapati bahawa bersosial dengan rakan sekerja, meraikan di tempat kerja, Keseronokan di tempat kerja dan kebebasan peribadi mempunyai hubungan dengan prestasi tugas.

Kata Kunci: Prestasi Tugas, Bersosial dengan rakan sekerja, Meraikan di Tempat Kerja, Keseronokan di Tempat Kerja, Kebebasan Peribadi

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CHAPTER 1

INTRODUCTION

1.1 Background of Study

Each of organization do performs with the assist of living and non-living resources. Machine, material and money are the non-living ones while only one element for living resources which is men. These four 'M' elements are important to every organization to keep the business grow well. Manpower will utilize the other resources to gives the output. But if this one and only living resources could not available, then the other three resources are useless and could not produce any outcomes. It means that men are the most important element for any organization as it has huge role in quality and productivity. Therefore, if the other resources got lack of attention from men, it will cause the decrease of profitability of the organization. In Mamoria and Gankar (2009), Oliver Sheldon mentions that no industry can be rendered efficient so long as the basic fact remains unrecognized that it is principally human.

Workplace may have a numbers of individuals that come from different socio-religious, group, age, sex and maybe from different educational or literacy standards. These individuals not only can have the same pattern and characteristic of behavior at a certain level during working but also may exhibit the dissimilarity from each other. Even though technology used at workplace is the latest and the most advanced, it still might not fulfill all the requirement of outcomes in economy performance and need to utilize human potential to produce it. Therefore, the management needs to realize that not only

an organization would have its need but so do the employees of that organization. This is because human behaviors are much more complicated than machine which hard to understand and predicted and they might change the pattern out of blue. Even though the in the same culture and biology, human beings not only have the different in their appearances but the capabilities of each other too by referring their background, experience and training. As the human resource the most important components in any organization, the management should not just ignore men at any cost because it might affect the organization. Management is the process of get the activities completed with effectively through other people with the proper planning. Other steps such organize; lead and controlling also needed in order to achieve the objectives that have been set.

Employee Job Happiness Index 2017 in Malaysia that has been conducted by JobStreet.com has found out that Malaysia is in the fourth rank of Asia that has happiest country of 2017. In total more than half of 10,143 respondents are neutral and happy with current workplace environment. While another 42% of the respondents are unhappy with their current job. According to Daily Express (2012), the biggest reasons why people felt unhappy with their workplace are because of they did not satisfy with their job scope. These people have high potential to show up the poor performance at the workplace which indirectly it could also give the poor productivity of organization. Organizational commitment and job involvement of the employees will also be a question mark if the employee is not satisfied with his job. Therefore, the most important resource of any organization is the employee. Miliman (2008) wrote that what employee feel during their working hours will give slightly give result on task performance which indirectly give impact on the organization performance and

ultimately its stability. While when employees have a positive emotion at workplace, they will be motivated at work and perform the best ability they had to complete their job and achieve the organization goals. Therefore, to achieve goal organization and compete in market, they should not ignore the employee as they are the one that control the other resources which is will be the product of the organization.

Referring the knowledge economy, employees have big role for an organization to be success or fail to grow. Alo (1999) mention that competitive advantage of organization could be win through their employee as the product or services provided got involvement with human being. While according to Mathis et al (1997) aside being one of the resources, men is something could be problematic for organization to manage. This is because each people could have their own style of character and behavior. Therefore, human resource management needs to foster the competitiveness of the organization and fulfill the mission. Manage the employee task performance is the integral part of human resource management that all managers perform throughout the year. Chris (2011) prove that performance management is important in manage the financial resources and outcomes of program as the poor task performance would give a huge effect to financial aspect or any program components of the organizational. Even though there are a lot of factors that could contribute to the productivity, task performance seem to have the largest influential. Task performance also referred as one of the indicators that enhance and improve the service industry. It is also viewed to be the expected behavior that in line with the goal of organizational (Campbell, 1993).

Shepherd and Gunter (2006) mentioned that performance measurement system is pictured as the overall metric can be used to measure the effectiveness and action

efficiency. Studies done in psychological from time to time suggest the meaningful variation in individual performance exists at within-person and between persons level. These studies conducted also found that personal and social factors affecting the individual performance. To be conclude from the statement, behavior of individual and group are the factors that could influence how the outcome of employee performance. There are several factors that define the differences of individual task performance such conscientiousness, cognitive ability, goal orientation and motivation (Oreg, 2003). Yeo and Neal (2004) stated that over time, practice was significant linear and quadratic predictor of performance scores which means that individual will have increase performance due to increase of practicing but after reach the peak point of experience; performance will be decrease as how the quadratic graph formed. Similarly, they also found out that effort intensity could not be used to predict the performance as it might not one of the factor. Nickols (2003), and Fort and Voltero (2004) found several factors that closely related and could affect the workplace's performance provider which are job expectations and clear goals, skill to perform, immediate feedback, functional feedback system, knowledge about the organizational structure, sound metal models, suitable repertoire, sufficient motivation through self-satisfaction and incentives. All problems exist because of one small thing and so does the task performance as it start from a small incident and slowly become bigger. At the early stage, there are some isolated cases that could be just ignored.

However, it is really important to overcome the problem of bad task performance from the beginning as it still a small thing to handle and need less effort. Issues regard to performance could lead to the crisis point if there are no early warning signals given and

settle down the problem. It is not a simple thing when talk about the performance of employee at the workplace even though just one person as it could affect the other employee and risking to the problem of poor organization performance. According to Saleh et al (2011), most of managers in organization having problem with to define exactly what are the factors that could effecting task performance so that they could learn how to handle it and avoid the problem from giving much more problem in the future.

1.2 Problem Statement

Manufacturing industries are the producing sector of economy. There are broad categories of production in this industry such energy industry, food and kindred industries, metalworking industries, construction industries, engineering industries electronic industries, apparel industries, transport and telecommunication industries, chemical and allied industries and plastic industries. All these categories are important to economy as they employ huge number of produce materials and labor force.

To sustain the manufacturing industries contribution to the economy, workforce engagement as well as the retention of talent workers in the manufacturing sector is absolutely necessary. As the working environment of some manufacturing industry is comparatively more hazardous in nature, it is inevitable that employees will feel not happy and might affect the performance of their job or even quit. Therefore, it is important so that industries have an engaged and loyal workforce to remain resilient and give all of their best to organization.

Every organization could not last without their employees. Employees are the main reason an organization could exist for a long time. Similarly to manufacturing companies in Malaysia, employees are the ones who play the major role and make significant contribution to the organization. Hence, the organization should pay attention to them in order to keep them in organization/ this will influence the productivity of the organization which eventually will lead to achieving the organization's vision and goals. Highly satisfies and committed employees will deliver high quality and task performance. Undeniably, every company tries to retain and motivate its staff.

Manufacturing companies in Malaysia have some problem related to the poor performance. According to Nikkei Malaysia Manufacturing Purchasing Managers' Index (PMI), output growth also slowed to a modest pace in December. The Nikkei Malaysia Manufacturing PMI – a composite single-figure indicator of manufacturing performance – fell from 52.0 in November to 49.9 in December. Although the number is rather small, but it still tackling the performance of Malaysian economy and it is a challenge for managers in the organization. There was a decline in new orders at the end of last year (2017), although marginal, with business conditions in the manufacturing sector stagnating in December.

Employee work performance is essential for the success of the organization. If there is lack of focuses towards individual and also manufacturing system characteristics, definitely individual work performance will be impacted. Thus, the main purpose of this research conducted is to see whether the task performance of employees in manufacturing industry could be affected by another factor such fun at work. Fun, creativity, and humor can have a positive effect which can reduce absenteeism, retain

high-quality people, and reduce employee turnover. Thus, when there is lack of fun in the workplace, the level of work engagement will be low and this scenario affected the organization goals. This is agreed by McFadzean (2005) and he explained that employees with high level of morale can facilitate to achieve organization's goals, increased productivity and sales.

Therefore, this study will determine whether fun at work is one of the factors which can boost task performance in manufacturing industries that seem to be tough. Many studies stated that promoting fun at work gives great benefit to both the individual and the organization. In the scope of organization management, many managers nowadays see that having fun in the workplace creates a positive environment to energize their employees (Ford, 2008). On the other hand, in Malaysia, there is still lack of effort to examine or study how fun can relate to task performance. Therefore, this study will be conducted to examine the relationship between fun at work and task performance.

1.3 Research Questions

Based on discussion on the problem statement, this research is executed with purpose to answer and analyze the question of:

- i. Is there a relationship between fun at work and task performance?
 - a) Is there a relationship between socializing with colleague and task performance?
 - b) Is there a relationship between celebrating at work and task performance?
 - c) Is there a relationship between personal freedom and task performance?

1.4 Research Objectives

This research undertakes one research objectives with three dimensions which are:

- i. To identify relationship between fun at work and task performance
 - a) To identify relationship between socializing with colleague and task performance
 - b) To identify relationship between celebrating at work and task performance
 - c) To identify relationship between personal freedom and task performance

1.5 Scope and Limitation

Scope of the Study

Since manufacturing companies have many employee in different position and job scope, this study focuses only engineer and executive of manufacturing companies that have access to the special facilities such games corner. This is because not all of the employees in the manufacturing companies have access to all the dimension of this study. This research takes place on manufacturing companies in Penang and few companies are selected randomly.

Limitation of the Study

This research has some barrier of study. First limitation of this study is the limited resources because this study takes place on several manufacturing companies in Penang and could not cover all manufacturing industry because of cost and time constraint. So the result could not be concluded as findings of manufacturing industry. Furthermore, this studies only be represented from factory in Penang and not cover the other states.

Second is, there might be other factors that could affecting the task performance. The data collected may be varying from each factory because each one manufacturing has different environment and different toughness of job requirement. To complete this study, researcher faced some difficulty during gathering the data and information as some employee refuse to answer the questionnaire because of they are busy and did not want to waste their time.

1.6 Definition of Terms

Task performance

Task performance can be defined as the effectiveness with which job incumbents perform activities that contribute to the organization's technical core either directly by implementing a part of its technological process, or indirectly by providing it with needed materials or services (Motowidlo & Borman, 1997)

Fun at Work

McDowell (2005) defined fun at work as “engaging in activities not specifically related to the job that are enjoyable, amusing, or playful (p. 9).” Such activities are indicative of a fun work environment, which, according to Ford, McLaughlin, and Newstrom (2003), “intentionally encourages, initiates, and supports a variety of enjoyable and pleasurable activities that positively impact the attitude and productivity of individuals and groups” (p. 22).

Personal freedom

Employees being afforded flexibility and autonomy regarding workplace attire, playing music, and playing around at work; and global fun refers to an overall evaluation of whether an organization has a fun work climate. (Tews, Michel, Stafford, 2013)

Celebrating at work

Herman (2001) stated that celebrating at workplace means employees celebrate together any accomplishments and sharing together any significant experiences even the small thing such birthday celebration.

Socializing with colleague

Socializing with colleague means friendly social interactions among colleague; celebrating refers to marking special events and having social gatherings at work. (Tews, Michel, Stafford, 2013)

Global fun at work

According to McDowell (2004) refers to an overall evaluation of whether an organization has a fun work climate.

1.7 Organization of the Thesis

This report is divided by into five chapters.

Chapter one provided the background of the study, problem statement, research questions and objectives, significant of the study, definitions of the key items and scope and limitations of the study for the overview in organization.

Chapter two included the literature review of the previous research and the journal referred for this study. This chapter discussed on the research done by the previous researcher particularly on the activities that create fun at work

Chapter three will explain about the methodology used for this study. Following section in this chapter include the discussion on research design, the sample and the population of this study, sampling methods, variables and measurements and the data analysis methods, which was adopted for this study.

Chapter four presents the analysis results on the data collected. It begins with profile of the respondents and the descriptive analysis of the variables. Then it follows with the reliability and factor analysis test of the variables. Finally it ends with the results of hypothesis testing.

Finally the chapter five, it discuss further on the output of this study to explain and answer the questions in this study. Finally, several solutions to the limitations are provided and suggestions for future research are also suggested.

CHAPTER 2

LITERATURE REVIEW

2.0 Introduction

This section is present the literature that has been used in order to understand about each variable. This second chapter also further present about each independent variables which is fun at work with tis three dimensions which are socializing with colleague, celebrating at work and personal freedoms while on the dependable variable, this section present about the task performance.

2.1 Task Performance

The development of predictions about how someone feel at work relates to task performance and work behavior is difficult because “it appears that the nature of the target, features of the judge, and characteristics of the situation can all have a significant mediating influence on the quality and extent of mood effects on judgments” (Forgas, 1995, p. 40) and by extension, task performance. Indeed, in his discussion of organizational behavior and affect, Brief (2001) notes that information processing strategies adopted to handle different tasks, in different situations, and by different people is “complex stuff” (p. 134).

Much of the research on affect and task performance has studied the association at the between-persons level. For example, literature has looked at trait level affectivity and task performance; findings generally suggest that individuals who report higher positive

affectivity evidence higher performance (Kaplan et al., 2009). Affect at work and performance linkages are also frequently studied at the between-persons level (Wright, Cropanzano, & Meyer, 2004). For example, Tsai, Chen, and Liu (2007) found a positive relationship between have humor at work and performance at the between-persons level, measuring participant mood over the past week and linking it to performance reported by supervisor's weeks later. Within-person approaches are better at capturing the dynamic property of task performance; however, performance measures are often strictly self-report. For example, an experience sampling study by Fisher and Noble (2004) reported a strong correlation between momentary mood and self-reported job performance across a variety of jobs. Similar findings can be found in the domain of professional sports. In work by Totterdell (1999, 2000), mood measured over time is related to subjective performance; cricket players who were in good mood and feel happy during matches reported that they were performing better than those in worse moods. Totterdell's work also represents one of the few field studies on mood and objective performance, reporting that those in better moods also objectively batted better. As is evident, the existing literature on state mood and task performance using a dynamic approach is scant at best. Despite the relative paucity of organizational field research examining state mood and performance, there are many reasons for expecting them to be associated.

Theoretical and empirical research taking an information processing perspective suggests that positive and negative moods lead to tendencies to process information differently. In many situations, positive moods can engender more flexible, quick, efficient, and heuristic information processing (Isen , 2000). Negative moods, on the

other hand, may engender relatively more systematic, careful, information processing. It has been proposed that the change in mindset is adaptive such that moods “tune” the mind to respond appropriately to the environment. For example, pleasant moods signal situations where problems are minimal or absent and it is safe to engage in thinking that is more flexible, broad, and efficient; individuals can arrange concepts and ideas in more flexible ways. Another perspective has described positive moods as loosening cognition.

2.2 Dimension of Fun at Work

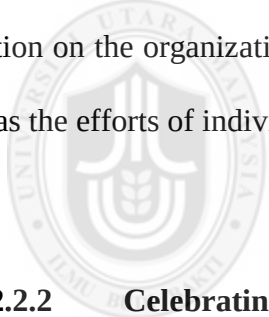
2.2.1 Socializing with colleague

According to Taormina (2009), organizational socialization refers to the way employees interact with and adjust to an organization’s culture. It is logical to expect that the critical roles somewhere between the ends of the employee needs organizational culture dichotomy are referring to socialization in the organization.

In other study conducted by Cooper-Thomas and Anderson (2006), the opportunities for informal socializing such as after-work subsidized drinks will further the social cohesion can be furthered through in organizations. Moreover, the benefits of friendship and resource networks will expand by providing newcomers with opportunities to work and socialize with colleague in the organization.

According to Waldeck and Myers (2008) the developmental approach to socialization comprises a systematic and linear model for understanding the 15 complex personal and relational issues surrounding organizational assimilation (p. 336). Socialization is seen as having a before (anticipatory) and during (encounter), and eventually an end goal to

be achieved (metamorphosis) that can be clearly distinguished. However, linear models limit the ways in which we are able to conceptualize the process of socialization. Individuals are constantly entering and exiting different organizations, vocations, and/or positions within an organization. Focusing on socialization as a linear process is problematic and lacks the acknowledgement that the socialization process occurs throughout the working life. As individuals are socialized into an organization, they are learning the appropriate behaviors and values as prescribed by and through organizational discourse (Barge & Schlueter, 2004). When a newcomer enters an organization the newcomer is assumed to become socialized or assimilated into the already-prescribed organizational culture. Framing socialization as assimilation focuses attention on the organization and its efforts to influence individuals to meet its needs as well as the efforts of individuals to change organizations to meet their needs



2.2.2 Celebrating at Work

Ford et al. (2003) describes that most commonly reported fun activities are celebration of notable personal events which include recognition of birthdays, the adoption or birth of a child, and anniversaries of employment. Based on Meyer (2004), individual departments encourage activities by serving employees cookies, candies, and refreshments outside of work where it gets them together. In different organization, managers introduce reward and recognition schemes such as presenting staff with certificates along with simple gifts like flowers or chocolate.

Leaders should make a conscious effort in celebrating accomplishments with staff at work (Welch & Welch, 2005). One example of acknowledging birthdays of employees

is to give a gift or card (Bradbury-Guerrero, 2006). In addition, Bradbury-Guerrero suggests to outwardly appreciate employees for their work performance. Thank you notes are suggested to be given in order to show employees acknowledgement of their work.

Celebrations in the workplace create a positive energy between workers. When employees make suggestions at meetings, show them appreciation by giving out notes of thanks and praise. It should feel natural to celebrate accomplishments at work (Welch & Welch, 2005). Celebrations at work are necessary in order to reinforce good work performance.

One example of how to acknowledge employee's anniversaries is by giving them a card and announcing the anniversary date to the company. Company newsletters, websites and blogs are vehicles that can be used to acknowledge employees. Employees feel a better sense of cohesion and need when organizational goals are defined and reviewed (Bradbury-Guerrero, 2006).

2.2.3 Personal Freedoms/Autonomy

Alstott (1999) stated that extra freedom or autonomy can produce positive social effects of its own by promoting job mobility. According to Maravelias (2017), freedom refers to the potential, wherein the subject becomes entangled with the environment and therefore intimate interaction with the environment is celebrated. It also explains that freedom has been the individuals' capacity to build up a profound self-understanding on the basis of which self-awareness and reflection become possible.

Freedom is important in every culture. The perception of autonomy has very positive effects on workers. However, managers cannot simply export other's country methods of granting autonomy anywhere and expect them to work. People don't always react the same way to management initiatives as they did in the past. Autonomy can take many different forms. Organizations may let employees set their own schedules, choose how to do their work or even elect to work from home. No matter how autonomy is defined, when people feel they have latitude the results are impressive. Potential benefits include greater employee commitment, better performance, improved productivity and lower turnover.

Autonomy is especially likely to lead to better productivity when the work is complex or requires more creativity. In a very routine job, autonomy does not have much impact on productivity, but it can still increase satisfaction, which leads to other positive outcomes. When management makes decisions about how to organize work, they should always think about the effect on people's autonomy.

2.3 Fun at Work and Task performance

An abundance of anecdotal evidence reflects a similar sentiment and suggests that fun at work should enhance employee productivity (Hudson, 2001; Lundin et al., 2002) but an actual relationship between the two remains untested. Relevant research on the merits of fun in the workplace often includes elements of humor. For example, scholars and popular press authors often use humor interchangeably with fun at work (Euchler & Kenny, 2006; Newstrom, 2002) because humor and fun are conceptually similar

constructs by definition. Despite their similarities, researchers note that the two constructs are conceptually distinct (Cooper, 2003).

Although fun and humor can both be enjoyable, fun at work encompasses a somewhat different spectrum of activities. Cooper (2005) defined humor as an event shared by individuals that is intended to be amusing and perceived as intentional. Fun at work, by comparison, involves socially engaging in amusing and spontaneous positive events in the workplace; such events are essential in humanizing organizations for employees. Therefore, the research on humor seems particularly relevant when investigating potential outcomes of fun at work. Using humor creates a positive environment in which ideas and knowledge are shared freely which, in turn, promotes performance (Romero & Cruthirds, 2006). This type of atmosphere is consistent with what consultants and researchers term a “fun culture” (Ford et al., 2003; Hudson, 2001; McDowell, 2005). Consequently, a fun work atmosphere may be conducive to employee productivity.

Performance is a function of ability and motivation, and research suggests that using humor enhances performance in field and lab studies (Avolio, Howell, & Sosik, 1999). Humor has been positively linked to both components of performance such that it enhances competence and energy on tasks. First, the use of humor may lead to attributions of competence in both lab and field studies (Filipowicz, 2002). For example, Mettee et al. (1971) found that the use of humor increased competence ratings of a speaker in a lab setting. In this study, undergraduates watched a video tape of a communicator using humor. When the speaker was reputed to be aloof and detached (compared to “clownish”), participants rated him more positively. Mettee et al. (1971)

explained that the effect reflected a competency rating such humorous individuals elicit more positive performance evaluations from independent raters.

A lab study by Smith et al. (1971) also revealed a positive relationship between humor and performance. In this study, undergraduate subjects received two different forms of an exam: one contained humorous test items and the other did not. Results suggested that the high anxiety group that received the humorous form of the test performed better than those with low or medium levels of anxiety that received the non-humorous form of the exam. Specifically, exposure to humor reduced anxiety and increased competence, and thereby improved task performance.

A separate study by Avolio et al. (1999) explored the effects of humor on performance by examining the relationship between leaders and followers at a Canadian financial institution. Results indicated that leaders who used humor (i.e., to defuse conflicts, to take the edge off of stressful situations) were rated higher on performance appraisals by their direct supervisor compared to leaders that did not employ humorous techniques (Avolio et al., 1999). Collectively, the results of these studies provide evidence to suggest that the use of humor fosters competence, which reflects the ability facet of performance. Accordingly, if fun at work functions similarly to humor, it may also impact performance in a congruent fashion. Second, the use of humor has been associated with increased task motivation (Dienstbier, 1995; Kuiper, McKenzie, & Belanger, 1995).

Specifically, Dienstbier (1995) suggested that exposure to humorous stimuli should lead to increased feelings of energy towards challenging tasks. In this study, participants who

watched a video clip of a comedy routine felt more energized compared to a control group that watched a video analyzing the comedy routine. Furthermore, participants in the humor condition showed a stronger preference for engaging in challenging tasks than did the control group. Similarly, Kuiper et al. (1995) found a positive link between humor and motivation on a drawing task. Overall, the results suggested that humorous individuals are more likely to show a positive orientation and motivation towards tasks.

The results of the two studies suggest that using humor facilitates motivation on tasks, thus increasing performance. Consistent with the notion that fun at work and humor are similar but distinct constructs, fun at work should enhance task performance in a comparable manner. Cumulatively, the results of these studies indicate that humor promotes both ability and motivation, which are functions of performance. Specifically, humor increases components of ability such as competence and attention. In addition, the use of humor enhances energy on tasks and task motivation. Because humor has been linked to these fundamental components of performance, it should influence task performance. Since fun at work is conceptually similar to humor as previously discussed, similar results should emerge for fun at work.

Fun at work means engaging in activities not specifically related to the job that are enjoyable, amusing, or playful, and that enhance organizational performance (Fluegge, 2008), workplace fun is considered key element for enhancing organization performance and effectiveness. The concept of workplace fun can be found in the publications of Cook (2009), Patel & Desai (2013), Fluegge (2008) and some others, who work to develop organization culture that promoted play, humor and fun. In today's work environment workplace fun has been promoted as a key element for productive

environment (Karl & Peluchette, 2006). Research shows that having fun in the workplace can improve productivity and performance (Owler & Morrison, 2012). Fun at workplace is pleasing and is even considered as a significant factor for letting go of the problems and worries of everyday working life. Fun comes with cheerfulness and happiness and it is said that happy workers are productive workers, employees must be productive at their workplaces and workplace fun makes them productive workers (Patel & Desai, 2013).

Weinstein (1996), the idea of laughter, play fun are an essential part of life. It is also suggested that benefits of workplace fun is more than its cost. Ching (2010) identified two main categories of workplace fun such as the tangible and intangible nature of workplace fun. In tangible fun, fun activities having physical existence like games etc.

Many writers had suggested different fun activities in workplace. Motivate and energize staff with activities like games, contests. Some typical activities also exists in work places like bringing food, give awards to outstanding staff, form a committee for some funny activities. In intangible fun, those activities are involved that have no physical existence, like friendly environment of workplaces, feeling of affection, good coworker's relationship. Rigby (2012) had done interview from some employees of working in service industry found that it would be more difficult to release stress without laugh.

Numerous research studies indicate positive effect of fun at work (Karl & Peluchette, 2006; Peluchette & Karl, 2005) these studies found that workplace fun leads to greater

job satisfaction and show strong relationship for individuals, placing high value to workplace fun.

When people experience fun at their workplaces, they are more motivated and energized. They get along with better performance, provide better customer services, facing less stress and having less absenteeism (Meyer, 1999) Fun activities have strong impact on productivity and attitude of individual and groups (Tews, et al., 2012). Fun at workplace is conducive to productivity (McDowell, 2005). Some people feel that workplace fun damage the reputation of organizations, while as on the other hand employees feel that fun in workplace enhance employee's morale and productivity (Patel & Desai, 2013).

Workplace fun increases job satisfaction but it depends upon individual preferences or attitude towards fun, employees who have positive attitude towards workplace fun having strong relationship between workplace fun and job satisfaction (Ying, 2010). Staff considers workplace fun as break in their working days; stress relief, which also provides them opportunity to groom their selves, they think that workplace fun gave them another reason to be at work (Owler & Morrison, 2012).

According to Karl and Harland (2005) majority of workers prefer social fun activities such as companywide outing and other social activities, they also argues that individuals with positive attitude towards workplace fun are more productive than individuals having negative attitude towards workplace fun.

Fun is a multi-dimensional concept, different fun activities has been discussed across the studies. Ford, McLaughlin, and Newstorm (2003), Peluchette and Karl (2005) discussed

formal fun activities such as contests, games, gift exchange, awards, food sharing, refreshments and companywide outings. In conclusion Fluegge (2008) and McDowell (2005) discussed dimensions of workplace fun such as, celebrating at work, personal freedom, socializing with co-workers and global fun activities. Socializing is a sign of fun interaction with co-workers, celebrating reflects formal fun activities, personal freedom means having freedom to fun at work such as informal dress code, global fun includes whether workplace fun in general is a fun place to work. Allameh, et al., (2012) recognized seven dimensions of task performance which includes ability, clarity, help, incentive, evaluation, validity and environment.



CHAPTER 3

METHODOLOGY

3.1 Introduction

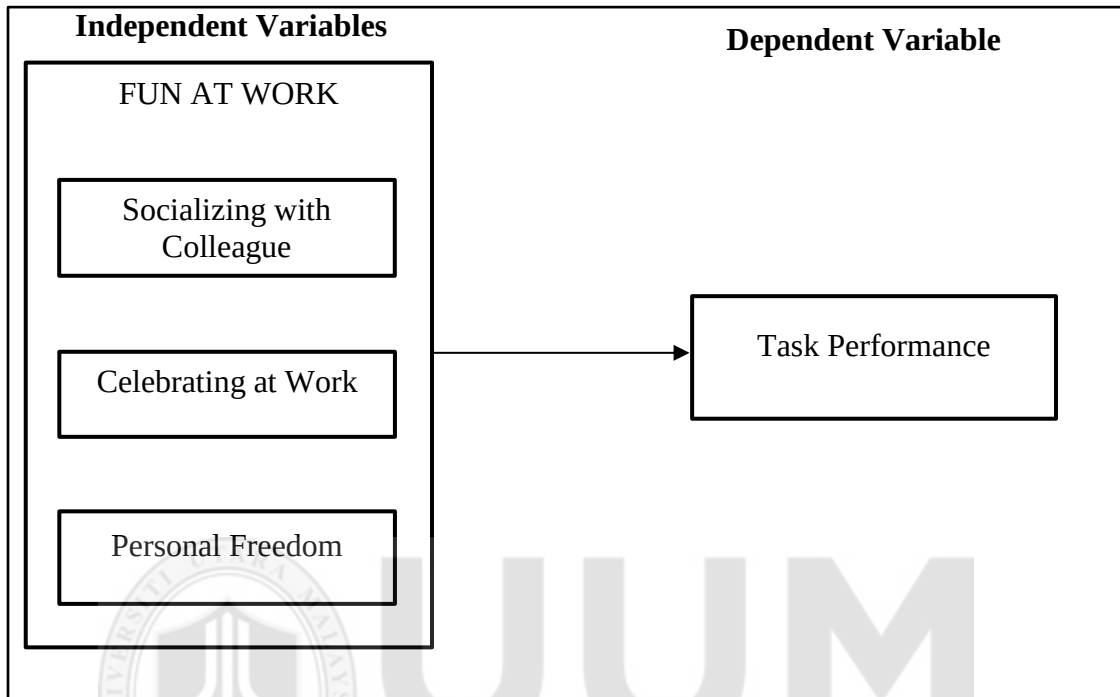
This chapter discusses on various procedures that have been used in this research to collect, measure, and analyze the data. It covers on research design, population and sampling, sample size determination, questionnaire design, data collection method and other statistical method such as reliability and coefficient.

3.2 Research Framework

Research framework is important as it used to show the schematic diagram of relationship between all the independent variable and dependent variable. The independent variable in this study is fun at work that consists of three dimensions which are socializing with colleague, celebrating at work and personal freedom. The one and only dependent variable is task performance.

Figure 3.1

Research Framework of this study



3.3 Hypotheses Development

Hypothesis also is the important component in any scientific study. In this study, the hypotheses developed are:

H1: There is a significant relationship between **fun at work** and **task performance**

H2: There is a significant relationship between **socializing with colleague** and **task performance**

H3: There is a significant relationship between **celebrating at work** and **task performance**

H4: There is a significant and positive relationship between **personal freedom** and **task performance**

3.4 Research Design

Research design used in this study is the survey method using a questionnaire to collect data. A survey is where samples of target respondents giving answer to the same questions to measure various variables and test multiple hypotheses (Neuman, 2007). According to Sekaran (2000), questionnaires are the most useful instrumentation of data collection method, especially when a large numbers of people are to be reached in different geographical places. Further, questionnaires are a popular method of collecting data because the researchers can obtain data fairly, easily and the questionnaire responses are easily coded. A five point Likert scale is used in this study to measure responses from respondents.

3.5 Population and Sampling

Population refers to the entire group of people, events or thing of interest that the researcher wishes to investigate and sample is subset of the population (Sekaran and Bougie, 2013). Employees of manufacturing companies in Penang are the population and sample in this study. These companies are in one of the industries that quite tough and need more attention. Working in manufacturing companies sometimes needs patience and creative thinking of employees. Hence, it is important to organization on understanding their employees whether humor could affect their way of work and how fun at work does could give effect of their task performance. With regard to this study, since the total population of the employees selected in these 4 companies is approximately total of 500 employees. The researcher decided to choose employees who work as engineer and executive those have access to the games facilities only.

3.6 Sampling design

Data gathering is crucial in research, as the data is meant to contribute to a better understanding of a theoretical framework (Bernard, 2002). To gather the information needed, researcher use probability sampling as the sampling technique for this study. Under probability sampling, the proportionate stratified sampling was used and conducted in manufacturing companies in Penang. In proportionate stratified sampling, the number of elements allocated to the various strata is proportional to the representation of the strata in the target population. That is, the size of the sample drawn from each stratum is proportional to the relative size of that stratum in the target population

The unit of analysis in this study is individuals which is the employee of manufacturing industries in Penang. The selected individuals are employees that have access to few facilities that related to this research objective such ping-pong table or a foosball table. According to Thoresen (2003) there are strong evidence that employees who reported experiencing emotions that are more positive had higher job satisfaction and greater commitment to their organizations. In addition, they also reported less 'burnout' and fewer intentions to leave their current jobs as they have a good emotion and feel good towards their daily workplace. Hence, this study is important to understand how fun at work could affect task performance of people in manufacturing industries.

3.7 Questionnaire Design

The questionnaire of this research consists of 35 questions and divided into two sections. In section A there are 4 questions which related to demographic profile measurement. In section B, there are 31 items that are related to dependent variable and independent variable.

SECTION A:

The purpose of section A is to gather information about demographic information of the respondent. The questions asked are related to gender, age, race and length of service in current manufacturing company.

SECTION B:

This part consists of 31 statements based on dependent variable and independent variables in this study. It is intended to gather information from respondents about Socializing with Colleague, Celebrating at Work, Personal Freedom, Fun at Work and their Task Performance.

The dimensions and items for each dimension are as follows:-

1. Socializing with Colleague consists of the 6 items adopted from Fluegge, E.R (2008)
2. Celebrating at Work consists of the 6 items adopted from Fluegge, E.R (2008)
3. Personal Freedom consists of the 6 items adopted from Fluegge, E.R (2008)
4. Fun at Work consists of the 6 items adapted from Fluegge, E.R (2008)
5. Task performance consists of the 7 items adopted from Williams & Anderson, (1991)

Table 3.1*Summary of the questionnaire*

VARIABLES	NO. OF ITEMS	ITEMS
Section A: Demographic		
Gender	1	Section A: 1
Age	1	Section A: 2
Race	1	Section A: 3
Length of Service	1	Section A: 4
Section B		
Socializing with Colleague	6	Section B: 1-6
Celebrating at Work	6	Section B: 7-12
Personal Freedom	6	Section B: 13-18
Fun At Work	6	Section B: 19-24
Task performance	7	Section B: 25-31

3.8 Measurement of variables

Likert scale was used in this study to generate statistical measurements of people's attitudes and opinions. A Likert scale is a psychometric scale commonly used in questionnaires, and it is the most widely used scale in survey research. Respondents specify their level of agreement to a statement when responding to a Likert questionnaire item. Likert scale is a direct measure of attitudes developed by Rensis Likert (Keegan,

2009). The advantages of using Likert scale are they are easy to construct, administer and score (Keegan, 2009).

The use of Likert scale in this study is to produce a good reliability and validity outcome. For each statement, respondent are required to indicate the level of agreement to the statement. According to Zikmund et al., (2010), Likert scale is a measurement approach and manner that are used to empower the respondent to give rate based on how extremely nor strongly they agree or disagree with carefully regarding the constructed statement.

Table 3.2

Measurement scale

SCALE	SCORE
Never	1
Rarely	2
Sometimes	3
Often	4
Always	5

The data in this study were analyzed using Statistical Package for Social Science (SPSS) version 22.0. SPSS is a good first statistical package for people wanting to perform quantitative research in social science because it is easy to use and it can be a good starting point to learn more advanced statistical packages. To ensure the questions are

reliable and capable to achieve all the objectives, the questionnaires were adapted from reliable sources based on previous research on task performance.

3.9 Data Collection Method

Subsequently for the quantitative method, the self-completion questionnaire was used as the instrument for the survey. An advantage of using self-completion questionnaire was that they were an entirely standardized measuring instrument because the questions were always phrased exactly in the same way for all respondents (Sapsford, 2007). He was also of the opinion that the biggest advantages of self-completion questionnaires were their cheapness and saving of the researcher's time. Questionnaires were often used in sociological, opinion, psychological and in marketing research. (Richardson, 2005).

A total of 217 questionnaires ($n = 217$) were distributed to respondents who were briefed on the purpose of the study. The structure of the questionnaire is clear, easy to understand, and straightforward to ensure that the respondents could answer the questions with ease. Total of 165 (76.04%) of the questionnaires were returned after give some time for respondents to complete it. The questionnaires distributed to employees of manufacturing companies as all employees that have criteria as selected respondents.

3.10 Reliability Test

Reliability is referred as the extent to which a test, measurement procedure or a questionnaire generates common outcomes on repeated trials. Shortly it is the consistency or stability of scores across rate or over time (Sandelowski, 2000). Similarly

(Hooley et al. 2008) has mentioned that reliability is the degree to which the measures yield stable results and are free from error. If a procedure or measurement device stably assigns similar score to objects or individuals with common values, the components is assumed reliable.

The measurement of reliability used to determine the consistency and stability of data in the study. If Cronbach's alpha value is less than 0.60, the items used are considered poor. If the value is in the range of 0.70, the items are considered acceptable, and if the value is more than 0.80, the items are considered good (Sekaran and Bougie, 2013). Table 3.3 shows the value of Cronbach's alpha and its internal consistency.

Table 3.3

Internal Consistency Measurement

Cronbach's Alpha	Internal Consistency
$a = 0.9$	Excellent
$0.8 = a < 0.9$	Good
$0.7 = a < 0.8$	Acceptable
$0.6 = a < 0.7$	Questionable
$0.5 = a < 0.6$	Poor
$a < 0.5$	Unacceptable

Source: (Sekaran and Bougie, 2013)

3.11 Statistical Methods

Missing data is inevitable in survey research. All subjects with missing data were eliminated before data analysis is performed. Pearson's Correlation technique will be

used to analyse data in the current study. The Pearson Correlation produces a sample correlation coefficient, r , which measures the strength and direction of linear relationships between pairs of continuous variables. Data analysis for the questionnaire was done by using the common statistical software SPSS (Statistical Package for Social Science). All questions would be individually analysed, taking into considerations all the available factors and supported with descriptive and inferential analysis.

3.11.1 Descriptive Statistic

According to Zikmund, Carr and Griffin (2010), descriptive statistic provides simple summaries about the sample measures. In this study, descriptive is used to describe the characteristic of the population or sample regarding to their demographic background, such as gender, age and race.

3.11.2 Correlation Analysis

Correlation looks at the relationship between two variables in a linear which has been used to analyse objective. According to Pallant (2005), correlation analysis is used to explain the strength and direction of the linear relationship between independent and dependent variable. In this study, the correlation analysis is analysed based on the relationship between socializing with colleague, celebrating at workplace, personal freedom, fun at work and task performance.

3.12 Chapter Summary

This chapter is related to the research design in this study. The questionnaire design, sampling technique and data collection technique are being explained. In the next chapter, the hypothesis testing all the results of this study will be discussed.



CHAPTER 4

FINDINGS / DATA ANALYSIS

4.0 Chapter Introduction

This chapter will discuss about the results from the survey. The chapter consists of (1) Descriptive statistic of data, (2) Reliability analysis and (3) Conclusion.

4.1 Descriptive Statistic of Data

In this research, descriptive statistic is useful to obtain respondent's demographic information such as their gender, age, race and length of service in current manufacturing company.

4.1.1 Gender of respondents

Table 4.1 represents the gender of the respondent of this study. Most respondents are male (107 respondents or 64.9%) and while female respondents are 35.1% (58 respondents).

Table 4.1*Gender of Respondents***GENDER**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	107	64.9	64.9	64.9
Female	58	35.1	35.1	100.0
Total	165	100.0	100.0	

4.1.2 Races of Respondents

Based on Table 4.2, 107 respondents (64.84%) are Malays, 25 respondents (15.15%) are Chinese, 22 respondents (13.33%) are Indian and 11 respondents (6.67%) belong to others races.

Table 4.2*Races of Respondents***RACE**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Malay	107	64.85	64.85	64.85
Indian	25	15.15	15.15	80.00
Chinese	22	13.33	13.33	93.33
Others	11	6.67	6.67	100.0
Total	165	100.0	100.0	

4.1.3 Age of Respondents

Based on Table 4.3, the results indicate the most respondents are between 18-23 years old (36 respondents or 21.82%). On the other hand, 73 respondents (44.24%) are between 24-41 years old, 45 respondents are age between 45-52 years old, only 6.67% age in range of 53-63 with no respondents collected who above 63 years old.

Table 4.3

Age of Respondents

AGE					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-23	36	21.82	21.82	21.82
	24-41	73	44.24	44.24	66.06
	42-52	45	27.27	27.27	93.33
	53-63	11	6.67	6.67	100.0
	>63	0	0.00	0.00	
	Total	165	100.0	100.0	

4.1.4 Length of Services

Based on result obtained in Table 4.4, the most frequent respondents of this study are the employees that have been working in the current manufacturing company for 5 to 10 years with 46.67%. Then, it is followed by employees that working in current

manufacturing company for less than 5 years with percentage of 40.60. For employees that working for longer time which 11 years till 15 years, only 16 person with 9.70%. according to this study, the longest time of service is more than 15 years and total respondents that commit to answer this questionnaire are only 5 person which is only 3.03% from the total of respondents of this study.

Table 4.4

Length of Services

LENGTH OF SERVICE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	< 5	67	40.60	40.60	40.60
	5-10	77	46.67	46.67	87.27
	11-15	16	9.70	9.70	96.97
	>15	5	3.03	3.03	100.0
	Total	165	100.0	100.0	

4.1.5 Manufacturing Companies

Based on Table 4.5, the respondents are among 4 different companies which are Continental Automotive Components, Intel, Motorola and also Flex. With the population approximately 150 people of the selected department as required in this study, only 50 questionnaire is collected after distribute 65 (65.1) questionnaire in Continental Automotive Components. The same amount of population and sample size in Intel, only collected 42 set of questionnaire with answered. In Motorola, the population is

approximately around 100 employees with 43 (43.4) of sample size. The questionnaires collected are in quantity of 35. With same population approximately in Flex around 100 employees, the collected questionnaire after they have been fill in the answered is 35 sets.

Table 4.5

Manufacturing Companies

		Manufacturing Companies			
		Population	Percent	Sample	Questionnaire Receive After Distributed
Valid	Continental	150	30.00	65.1	50
	Intel	150	30.00	65.1	42
	Motorola	100	20.00	43.4	38
	Flex	100	20.00	43.4	35
	Total	500	100.0	217	165

4.2 Reliability Test

In this study, the reliability test is used to measure the coefficient and consistency of each variables. The internal consistency reliability showed by coefficient alpha, also referred to as Cronbach's Alpha. If Cronbach's alpha value is less than 0.60, the items used are considered poor. If the value is in the range of 0.70, the items are considered acceptable, and if the value is more than 0.80, the items are considered good (Sekaran

and Bougie, 2013). Table 4.6 shows the value of Cronbach's alpha and its internal consistency.

Table 4.6

Internal Consistency Measurement

Cronbach's Alpha	Internal Consistency
$a = 0.9$	Excellent
$0.8 = a < 0.9$	Good
$0.7 = a < 0.8$	Acceptable
$0.6 = a < 0.7$	Questionable
$0.5 = a < 0.6$	Poor
$a < 0.5$	Unacceptable

Source: (Sekaran and Bougie, 2012)

Table 4.7

Reliability Test of Result

<i>Variables</i>	<i>N of items</i>	<i>Cronbach's Alpha</i>	<i>Remarks</i>
Socializing with Colleague	6	0.788	Acceptable
Celebrating at Work	6	0.805	Good
Personal Freedom	6	0.755	Acceptable
Fun at Work	6	0.758	Acceptable
Task performance	7	0.810	Good

In this study, it was found that the Cronbach's Alpha for Socializing with Colleague is 0.7888, 0.805 for Celebrating at Work factor and 0.7555 for Personal Freedom. On the other hand, the Cronbach's Alpha for Fun at Work is 0.758 and Task performance is 0.810. Based on the table above, the result shows that the Cronbach's Alpha value obtained for the real test is more than 0.70 (between 0.755 and 0.810). This implies that all items are reliable.

4.3 Correlation Analysis

Correlation is a statistical test for relationships between two sets of data. Correlation test enable the researcher to see the relationship between two (or more) normally distributed interval variables. Correlation analysis will be used to test the hypothesis H1, H2, H3 and H4.

Table 4.8*Pearson Correlation Coefficient Scale*

R	LEVEL
0.80-1.0	Very Strong
0.60-0.79	Strong
0.40-0.59	Moderate
0.20-0.39	Weak
0.00-0.19	Very Weak

Source: Evan (1996)

Hypothesis H1: There is a significant and positive relationship between socializing with colleague and task performance in manufacturing companies.

Table 4.9*Correlation between socializing with colleague and task performance*

		Task performance
Socializing with Colleague	Pearson Correlation	.305*
	Sig. (2-tailed)	.019
	N	165

*. Correlation is significant at the 0.05 level (2-tailed).

From the above output, the p-value for correlation is 0.019 which relatively smaller when compare to α value (0.05). Therefore, the hypothesis H1 is accepted. Based on the above analysis, the p-value is 0.019 which is smaller than α value of 0.05, therefore it

can be concluding that there is relationship between socializing with colleague and task performance. A positive relationship exists between socializing with colleague and task performance in which the correlation co-efficient value, $r = 0.305$. This means that the higher socializing with colleague score is associated with higher task performance score and the correlation between socializing with colleague and task performance is weak.

H2: There is a significant and positive relationship between celebrating at work and task performance in manufacturing companies.

Table 4.10

Correlation between Celebrating at Work and Task performance

		Task performance
Celebrating at Work	Pearson Correlation	.582**
	Sig. (2-tailed)	.000
	N	165

**. Correlation is significant at the 0.05 level (2-tailed).

From the output, the p-value for correlation is 0.000 which relatively smaller when compare to α value (which is 0.05). Therefore, the hypothesis H2 is accepted. Based on the above analysis, the p-value is 0.000 which is smaller than α value of 0.05, therefore it can be conclude that there is relationship between Celebrating at Work and Task performance. A positive relationship exists between Celebrating at Work and Task performance in which the correlation co-efficient value, $r = 0.582$. This means that the

higher Celebrating at Work score is associated with higher Task performance score and the correlation between Celebrating at Work and Task performance is moderate.

H3: There is a significant and positive relationship between personal freedom and task performance in manufacturing companies.

Table 4.11

Correlation between Personal Freedom and Task performance

		Task performance
Personal Freedom	Pearson Correlation	.584**
	Sig. (2-tailed)	.000
	N	165

**. Correlation is significant at the 0.05 level (2-tailed).

From the above output, the p-value for correlation is 0.000 which relatively smaller when compare to α value (which is 0.05). Therefore, the hypothesis H3 is accepted. Based on the above analysis, the p-value is 0.000 which is smaller than α value of 0.05, therefore it can be conclude that there is relationship between Personal Freedom and Task performance. A positive relationship exists between Personal Freedom and Task performance in which the correlation co-efficient value, $r = 0.584$. This means that the higher Personal Freedom score is associated with higher Task performance score and the correlation between Personal Freedom and Task performance is moderate.

H4: There is a significant and positive relationship between fun at work and task performance in manufacturing companies.

Table 4.12

Correlation between Fun at Work and Task performance

		Task performance
Fun at Work	Pearson Correlation	.306*
	Sig. (2-tailed)	.018
	N	165

*. Correlation is significant at the 0.05 level (2-tailed).

From the above output, the p-value for correlation is 0.018 which relatively smaller when compare to α value (0.05). Therefore, the hypothesis H4 is accepted. Based on the above analysis, the p-value is 0.018 which is smaller than α value of 0.05, therefore it can be conclude that there is relationship between Fun at Work and Task performance. A positive relationship exists between Fun at Work and Task performance in which the correlation co-efficient value, $r = 0.306$. This means that the higher Fun at Work score is associated with higher Task performance score and the correlation between Fun at Work and Task performance is weak.

4.4 Chapter Summary

The data analysis was presented in this chapter. The chapter started with the descriptive analysis, followed by the preliminary analysis –reliability test – to ensure the data were reliable. Correlation analysis was used to test the hypothesis. All hypotheses were accepted. The next chapter will discuss the results and propose some recommendations.

CHAPTER 5

DISCUSSION, RECOMMENDATION AND CONCLUSION

5.0 Introduction

This section presenting the discussion after the data collected have analyzed using Statistical Packages of Social Science (SPSS). Based on the result, this section also provides recommendation for further research so that a better study and more precise research can be conducted and the result will be more reliable. This chapter also presents the conclusion of the study conducted by referring the result and field of study.

5.1 Discussion

The main objective of this study is to determine whether having fun at the workplace could affect the task performance in manufacturing companies. The data was gathered from the questionnaires which are distributed to 217 employees of few types of manufacturing companies in Penang. 217 sets of questionnaire were distributed and 165 set is collected with 32 form is not answered and 20 unreturned form. By using Statistical Packages of Social Science (SPSS) version 22.0, the data collected from respondents are used to examine the relationship between means socializing with colleague, celebrating at work and personal freedom.

5.1.1 Descriptive Statistic

In term of gender, the research results show the most respondents are male with total 107 respondents (64.9%) and female respondents are 58 (35.6%). In term of gender of respondents, male respondents are more as compared to female respondents is because the presence of high number of male employee in manufacturing industries.

In case of ethnic group of respondents, 107 respondents (64.85%) are Malays, 25 respondents (15.15%) are India, 22 respondents (13.33%) are Chinese and the rest of 11 respondents (6.67%) are other than that.

For respondent's classification of age, the most respondents are among age of 24-41 years old (generation Y) with quantity of 73 respondents (44.24%), 45 respondents (27.27%) are in range of 42-52 years old (generation X) , 36 respondents are in range of 18-23 years (generation Z) and only 11 respondents (6.67%) in range of age 53-63 years old (Baby Boomers) with no respondents in range of age 64 (Maturist) and above.

In term of length of service, employees that work in current manufacturing company for less than 5 years is 67 people (40.60%), working for 5 years to 10 years with total of 77 people (46.67%), working for 11 years to 15 years is 16 people (9.70%) and only 5 people (30.30%) questionnaire collected from Continental Automotive Components, 42 (25.45%) sets of questionnaire collected from Intel, 38 (23.03%) sets of questionnaire from Motorola and only 35(21.21%) sets of questionnaire collected from Flex.

5.1.2 Reliability

This was done to verify the accuracy of the measurement process. Based on the result of SPSS Regression, with six questions on Socializing with Colleague the reliability was 0.788; the total number of questions on Celebrating at Work was six and reliability was 0.805; the total number of questions on Personal Freedom was six and reliability was 0.758. Total number of questions on Fun at Work was also six and reliability was 0.758 and total number of questions on Task performance was seven and reliability was 0.810.

Reliability estimates ranged from 0.810 to 0.755 for the actual data. These all fall in the range that is higher than ‘minimally acceptable’ and the range of ‘very good’ according to the guidelines provided by DeVellis. (1991).

5.1.3 Correlation Analysis

This test was conducted to achieve objective of the study. The result of correlation analysis showed, that there is significant relationship between independent variables (fun at work) and its three dimensions which are socializing with colleague, celebrating at work and personal freedom and the dependent variable (task performance).

The result of correlation analysis showed that there is positive relationship between Socializing with Colleague and Task performance, with a value of 0.019($p < 0.05$, Sig 2 tailed). The positive value of person correlation ($r = 0.305$) signifies that the strength of relationship between Socializing with Colleague and Task performance is weak relationship. Thus, **H1** is accepted.

The result correlation analysis shows that there is positive relationship, between Celebrating at Work and Task performance with value of 0.000($p < 0.01$, Sig. 2 tailed). The positive value of person correlation ($r = 0.582$) signifies that the strength of the relationship, between Celebrating at Work and Task performance is moderate relationship. Thus, **H2 b** is accepted.

Similarly, there is positive relationship between Personal Freedom and Task performance at the value of 0.000($p < 0.01$, Sig 2 tailed). The positive value of correlation ($r = 0.584$) signifies that the strength of the relationship between the Personal Freedom and Task performance is moderate. Thus **H3** is accepted.

While, the result correlation analysis shows that there is positive relationship, between Fun at Work and Task performance with value of 0.018($p < 0.05$, Sig. 2 tailed). The positive value of person correlation ($r = 0.306$) signifies that the strength of the relationship, between Fun at Work and Task performance is weak relationship. Thus, **H4** is also accepted.

5.2 Limitation of the study

According to Saunders et al. (2009), research methodology serves as the backbone of a research study. Quantitative research's main purpose is the quantification of the data. It allows generalisations of the results by measuring the views and responses of the sample population. Every research methodology consists two broad phases namely planning and execution (Younus 2014). Therefore, it is evident that within these two phases, there

likely to have limitations which are beyond our control (Simon 2011). This study has certain limitations to be considered in evaluating its results.

5.2.1 Sample

The sample consisted of engineer and executive those have access to facilities provided for certain department only. Therefore, this study could not conclude as the result for the whole manufacturing company that involved in this study. The sample size chosen is across certain manufacturing companies and could not represent the whole manufacturing industries as many kind of manufacturing industries did not covered from this study. Only company that manufactured product that relate to electronic components is selected. Also, the factors chosen in both the constructs might vary from company to company and hence there could be lack of consistency in the responses

5.3.2 Method of data collection

Distributed questionnaire seem like an easy method of collecting data, but in practice they can be tricky. Respondents might just tick to answer the question in questionnaire without read the question clearly. Some of the question answered with the same pattern of scale as they might did not want to think clearly about the question and just answered because being asked for. Therefore, the answered from the questionnaire might not show the real answer needed by researcher.

5.3.3 Independent Variable

In this study, researcher only uses 1 independent variable (Fun at Work) with three other dimensions. So, the result of this study only reflect what dimension being used in this study and there might be other factors that could be the reasons that affecting the task performance. This study cannot concluded that the main reasons why fun at work affecting task performance in manufacturing company in globally stage is because of the three dimension only.

5.3 Recommendation

The outcome of this study provides empirical evidence for the relationship of Task performance and Fun at Work with three dimensions which are Socializing with Colleague, Celebrating at Work and Personal Freedom. The findings of this research cannot generalize for the whole factor of Task performance of Malaysian because this study was conducted among few manufacturing companies only. Several approaches need be implemented for other studies that will be conducted on the same subject in other places:

1. The variation of respondents in study should be increased to insure that collected responses can be generalized for the whole population. In this research the number of respondents that compromise only 165 and this cannot be generalizes for the whole population in Malaysia.
2. For the future research diverse study location should be chosen, so that the different responses of people in different ages, years of experience in

manufacturing industries and many kinds of manufacturing industries can be captured. These will enhance the opportunities of gaining through and accurate outcome on the level influence of task performance in Malaysia.

3. In this research, only one factor used as the independent variable, Fun at Work with three other dimension which are Socializing with Colleague, Celebrating at Work and Personal Freedom to test the existence of relationship with Task performance. However, other factors that also have effect on task performance in manufacturing might exist. Future research should use more factors.

Replication and extension are necessary in the examination of the workplace fun and performance relationship to fully understand the implications of this research. Perhaps other mechanisms are at play in the model and can be uncovered by further analysis. Doing so would increase the generalizability of these findings as well as open up other areas of inquiry. Karl and colleague (2007) have begun to look at dispositional differences in attitudes towards fun at work. Their findings suggest that individuals who score high on extraversion and agreeableness are more likely to have a positive attitude towards fun at work. Similarly, research that investigates dispositional predictors of the fun at work dimensions of socializing, celebrating and personal freedom would immensely sharpen the growing literature on workplace fun.

Other additions to the activities that produce fun in workplace and performance model would be helpful such as moderators of the relationship, particularly individual differences. For example, because self-monitoring embodies the notion to engage in certain impression management techniques (Day, Schleicher, Unckless, & Hiller, 2002;

Gangestad & Snyder, 2000), perhaps high self-monitors that engage in workplace fun have greater payoffs in terms of rated performance. In addition, perhaps similar results would emerge for individuals scoring high on core-self evaluations. Originally introduced by Judge, Locke, and Durham (1997) core self-evaluations are bottom-line evaluations that individuals hold about their capabilities, competence, and worthiness. Individuals with high levels of core self-evaluations demonstrate a positive self-concept which may complement a fun working atmosphere and result in greater performance outcomes. In any case, the arena of research on workplace fun would be broadened by the examination and inclusion of moderators of the fun at work and individual performance relationship. Due to the overwhelming notion by the popular press that workplace fun leads to positive outcomes, another area for research could be the bad side of fun at work. Since so much anecdotal evidence claims that fun at work leads to positive outcomes as giving out the emotive emotion, few people have really even discussed the down side of fun.

Therefore, an additional area that warrants future research includes the potential harmful effects of having fun activities that produce positive emotion. Consistent with Fineman (2006) who suggested that there may be a dark side to positivity in organizations, perhaps fun at work may lead to counterproductive behaviors or withdrawal due to the extra psychological efforts involved. For example, some individuals may feel that forced fun is an insult and they then try to get back at the organization or their supervisor by engaging in harmful behaviors or even completely withdrawing from work. Furthermore, having fun activities that produce positive emotion may seen as a welcome relief for others. These effects may be dependent upon an individual's perceptions of

appropriateness and salience of fun at work; therefore, investigating moderators of the bad side of having fun activities at workplace would be important additions to this research.

Another area of research that is basically unexplored is workplace fun and corresponding individual mood reactions. Williams and Alliger (1994) noted that feelings about work can occur at different levels; accordingly, analyses in which moods are assessed momentarily (i.e., an experience-sampling methodology) may be useful for such study. Again, some people may have a preference for inclusion of fun in the workplace and others would not. Thus, examining both positive and negative moods and their respective relationship with having fun at work could provide insight on how fun at work actually impacts a person's daily affective reactions. Interestingly, Brief and Weiss (2002) noted, Perhaps the most glaring example of the narrowness of organizational research is the overemphasis of the study of mood at the expense of discrete emotions (p. 297). By studying the effects of fun at work on individual's emotional reactions, particularly in the form of positive and negative emotions, researchers could respond to such a concern. Finally, building on the suggestion of Karl et al. (2007), research on having fun activities that produce positive emotion would benefit from incorporating customer reactions to workplace fun. It is not enough to only examine the performance outcomes of having fun at work, but also to consider effects workplace fun may have on the customer. On one hand, research on emotional contagion (Hatfield, Cacioppo, & Rapson, 1994) suggests that employees who experience emotions infect colleague, customers, and clients with their emotional states. Therefore, if having fun at work causes employees to feel excited, for example, then it is likely that the service encounter

(Gutek, Bhappu, & Liao-Troth, 1999) will be affected accordingly. On the other hand, employees having fun at work may not be taken as seriously by the customer, or even may be seen as not devoting enough attention to the customer. Consistent with Karl et al. (2007), this issue may be particularly pertinent in certain environments, such as health care. In either case, exploring the relationship of workplace fun at customer reactions will broaden the understanding of the concept of having fun at workplace.

5.4 Conclusion

The purpose of this research is to investigate how the respondents are influenced by fun at work towards task performance. Task performance is important for an organization to ensure that their employees do well in completing their job task and perform is the best they can do as well as being effective and efficient. The research showed that it was not easy for employee to give the best task performance as required by their supervisor and company because there were many forces and reason why an employee could be affected and could not give their best. From the analysis of this study, it was shown that there are Fun at Work is one of the factor that influence Task performance that were appropriate in the Penang manufacturing companies environment. The factor that contributed to dependent variables also contributed by its dimension which are Personal Freedom and Socializing with Colleague.

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Survey Questionnaire

A Study of Task Performance : How Fun at Work could Effect on Task Performance in Manufacturing Industries

- 1. This questionnaire concerns on the fun at work of employees and how it affected the employee's task performance of manufacturing industries.**
- 2. All information given in this questionnaire will be kept STRICTLY CONFIDENTIAL. Your responses will be used in on aggregate form with other responses.**
- 3. If you have any enquiries, please contact me at details below.**

Nur Liyana Binti Abdullah
Msc. Management College of Business
University Utara Malaysia
Email: ana.yana16@yahoo.com
Phone: +6013-6858353

Thank you for participating in this study

SECTION A

Please tick (✓) your answer on the following question

1. Gender / Jantina

☐

Male

☐

Female

2. Age

☐

18 – 23

☐

24 – 41

☐

42-52

☐

53- 63

☐

≥ 64

3. Race

☐

Malay

☐

Chinese

☐

Indian

☐

Others please state.....

4. Length of Service

☐

< 5 years

☐

5 - 10 years

☐

11 – 15 years

☐

> 15 years

SECTION B

**Please mark (X) the number from the evaluation options that is closest to your personal experience. If you do not have any experience of the topic, please mark (X).
Evaluation scale:**

- 1 – Never
- 2 – Rarely
- 3 – Sometimes
- 4 – Often
- 5 – Always

Activities	1	2	3	4	5
Socializing with Colleagues					
1. Socializing with colleagues at work					
2. Socializing with colleagues outside of work					
3. Friendships at work					
4. Sharing each other's stories					
5. Joking with colleagues					
6. Sharing food with colleagues					
Celebrating at Work					
1. Celebrations at work					
2. Company provided refreshments					
3. Office parties					
4. Observing birthdays and other events					
5. Throwing parties to recognize accomplishments					
6. Festivities during holidays and other special times					
Personal Freedom					
1. Relaxed dress code					
2. Personal music is allowed					
3. Taking breaks from work					
4. Going out to lunch with colleagues					
5. Autonomy/freedom at work					
6. Playing around at work					

**Please mark (X) the number from the evaluation options that is closest to your personal experience. If you do not have any experience of the topic, please mark (X).
Evaluation scale:**

1 = Extremely disagree, 2 = Slightly disagree,
3 = Neutral,
4 = Slightly Agree, 5 = Extremely Agree

Activities	1	2	3	4	5
Fun at Work					
1. This is a fun place to work					
2. My direct supervisor seems to value fun					
3. My company has a fun atmosphere					
4. Most people here have fun at work					
5. The overall climate of my company is fun					
6. My supervisor encourages fun at work					
Task Performance					
1. I adequately completes assigned duties					
2. I do fulfils responsibilities specified in job description					
3. I performs tasks as needed					
4. I meets formal requirements of the job					
5. I engages in workshop and activities that will directly affect my performance					
6. I neglects aspects of the job that I obligated to perform*					
7. Fails to perform essential duties*					