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## Behavior of Generation Y towards Workplace Fun in Multinational Company in Thailand

พฤติกรรมของคนรุ่น Y ต่อความสนุกในสถานที่ทำงานของบริษัทข้ามชาติในประเทศไทย

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## Abstract

This study aims to emphasize on the term “workplace fun” and its behavior towards job satisfaction and task performance. The research examined generation Y’s attitude towards workplace fun in MNCs in Thailand due to the fact that they will invade half of Thailand’s workforce by 2030 according to the data of the National Statistical Office of Thailand (2015) and workplace fun has been widely used in MNCs but very minimal in Thai local companies. The study relied upon survey data collected from 443 respondents representing the employees who are working in Multinational Company in Thailand. By applying descriptive and inferential statistics, the study has found that generation Y employees in MNCs are a true believer of workplace fun concept as well as indicated that higher exposure on experienced workplace fun leads to higher employee’s job satisfaction and task performance. This paper serves to change Thai traditional management negative view of having fun in the workplace and direct for future work so that it may continue growing to improve Human Resource Management knowledge.

**Keywords :** Behavior; Workplace Fun; Multinational Company in Thailand

## บทคัดย่อ

การศึกษาค้นคว้าครั้งนี้มีวัตถุประสงค์ เพื่อให้ความสำคัญกับความสนุกสนานในการทำงานแบบระยะยาวและพฤติกรรมที่มีต่อความพึงพอใจในงานและการปฏิบัติงาน การวิจัยนี้ได้สังเกตทัศนคติของคนรุ่น Y ที่มีต่อความสนุกสนานในการทำงานในบริษัทข้ามชาติในประเทศไทย เนื่องจากภายในปี พ.ศ.2573 คนรุ่น Y จะมีจำนวนแรงงานเป็นครึ่งหนึ่งของประเทศไทย ตามข้อมูลของ สำนักงานสถิติแห่งชาติของประเทศไทย (2558)

การศึกษาค้นคว้าในครั้งนี้ เก็บข้อมูลจากการสำรวจที่รวบรวมจากผู้ตอบแบบสอบถาม จำนวน 443 คน ซึ่งกลุ่มตัวอย่างเป็นพนักงานที่ทำงานในบริษัทข้ามชาติที่อยู่ในประเทศไทย จากการใช้สถิติเชิงพรรณนาและเชิงอนุมาน การทดสอบค่า T- test, Linear Regression, ANOVA และสหสัมพันธ์ของ เพียร์สัน จากการศึกษา

พบว่า พนักงานคนรุ่น Y ในบริษัทข้ามชาติมีความสุขสนุกสนานเวลาอยู่ในสถานที่ทำงานความสัมพันธ์ของเพียร์สั่น และการถดถอยเชิงเส้นบ่งชี้ว่าการได้รับประสบการณ์ความสนุกในสถานที่ทำงานที่สูงขึ้นนำไปสู่ความพึงพอใจในการทำงานของพนักงานที่สูงขึ้น บทความนี้ทำหน้าที่เปลี่ยนมุมมองการจัดการแบบดั้งเดิมของการมีความสุขในที่ทำงานและส่งผลการทำงานในอนาคต นำไปสู่การบริหารจัดการทรัพยากรมนุษย์ให้ดีขึ้น

**คำสำคัญ :** พฤติกรรม; ความสนุกในที่ทำงาน; บริษัทข้ามชาติในประเทศไทย

## Introduction

There is an increasing number of consultants and business writers in present days pointing out that fun at work is essential for upgrading both employees' motivation and productivity while lessening stress at the same time (Karl et al., 2005). In the study of Young et al., (2013) revealed that Generation Y employees' attitude toward workplace fun positively affects their experienced workplace fun and positive direct effects on their job satisfaction and task performance in the USA. However, in developing countries, there are firms that are still practicing traditional view of work culture where work and fun are mutually exclusive. In their view, fun is either unnecessary or additional thing to have in the workplace. In addition, managers think that it is inconsistent for the employee to have fun and be productive at the same time. Two accomplishments are often viewed as being at opposite ends of the same spectrum (Ford et al., 2005). The researcher argues that as long as well-intended and cautiously designed workplace fun, having fun at work is likely to boost employee's satisfaction and task performance.

This research focus on employees who are classified as Generation Yers' (aged 17-37) which will be fueling workforce in the near future. The author has observed the existence of several workplace fun activities in the multinational company in Thailand—the finding will definitely be a sufficient to proof the concept of workplace fun. As a result, the researcher believe that Thai local company will utilize these findings from Thai MNC to create a better work environment for everyone and build up a specific treatment to gain a higher productivity rate in organizations for Thai Generation Y employees.

The objectives of this study are :

- 1) To examine Generation Y on attitude towards Workplace Fun in Multinational Company in Thailand.
- 2) To explain the relationship between workplace fun, experienced workplace fun, job satisfaction, and task performance of the employees.
- 3) To explore importance of workplace fun in the organization in order to advise manager's correct treatment of "fun" in the department to increase employees' satisfaction and task performance.



## Literature Review

### Multinational Company in Thailand

Any private company that has its mother/parent company located abroad and has a branch in Thailand with license to operate issued by Department of Business Development Ministry of Commerce in Thailand under Foreign Business Act BE 2542 (FBA) can be classified as Multinational Company in Thailand. Under the law, Multinational Company or usually called MNC, in short, should be large in size with at least 200 employees located in Bangkok area (Komet, 2012). Multinational Company can be seen as a strong pool of resources which attracts newly graduates away from the local company. The author believes that majority of generation Yers can be easily found in this type of company where variables of fun can be tested with the high expectation of useful findings for this study.

### Generation Y

In a global context, Generation Y is referring to people who were born between year 1980 to 2000 (Schewe and Noble, 2000) or 2523 to 2543 in Buddhist calendar. Generation Yers has a unique characteristics comparing to other older generations such as Generation X and Baby Boomer. Unlike any previous generations that are considered as the working group (Generation X and Baby Boomers), Generation Y has grown up with the new technology inventions when it reached its peak. They are very comfortable and adaptable towards technology, communication on the cloud and diversity. Numbers of published papers define Generation Yers' characteristic as fun, flexible, and team-oriented. (Howe and Strauss, 2000). They have a high level of expectations and thrive for meaning in their workplace (Robbins and Judge, 2010). A journal from Eisner highlighted that Generation Yers give a lot of importance to personal development, they tend to put job primarily as a way to build a career resume and have a weak long-term commitment to the organization (Eisner, 2005). And because of that, Generation Yers' insufficiency of long-term commitment towards company can be one of the main challenges for the present workforce. To confirm the concept in Thailand, a study from Kanpitcha (2013) gives evidence that job hobbing of Generation Y in Thailand is very common and it is difficult to keep generation Yers from staying in the company more than 5 years. However, a unique characteristic of Generation Yers has led the potential solution of utilizing workplace fun as a mean to drive and improve the commitment (Karl et al., 2008). Recent journal from Lamm and Meeks (2009) confirm the existence of a positive relationship between individual outcomes and workplace fun were much stronger in Generation Yers than in any previous generations.

## Workplace Fun

According to Lamm and Meeks (2009), workplace fun is defined as playful, social, interpersonal, recreational, or task activities intended to provide amusement or pleasure. Aldag and Sherony (2001) defined attitudes towards workplace fun into three dimensions: appropriateness, salience, and perceived consequences of fun. Both researchers argue that each individual tends to have a different view towards workplace fun. Some may think of work place fun as something nice to have in the organization, some may think of fun as an inappropriate action during work hours, while some groups may even think of fun as one of the requirements in the work place. Hence, one's attitude towards the importance of salience of having fun at work can vary among different employees.

Based on the studies of Newstrom (2002) and Aldag and Sherony (2001), Appropriateness, Salience, and Perceived Consequences were positively related to the experience of workplace fun when tested with employees. The word "experienced workplace fun" itself is extended to which employees perceive the existence of fun in the organization. Therefore, the author find the dimensions above useful to measure the attitude of workplace fun and explore the causal effect on experiencing workplace fun in Thailand.

## Job Satisfaction

Wright (2006) found that Job Satisfaction can be one of the potential causes for vital work related behaviors, such as task performance. Weiss. (2002) says that Job Satisfaction is the combination of a positive attitude and a favorable effect on the job. Not until recently has new research emerged and proven that a positive relationship exists between workplace fun and job satisfaction. Those researchers point out that when workplace fun exists in an organization, job satisfaction of the employee tends to increase (Karl & Harland, 2007).

## Task Performance

Motowidlo et al. (1997) defined task performance as a behavior that converts raw materials into goods or services or any supporting behavior that helps such transformation task to become more effective and efficient. Avolio et al. (2009) confirms that there is a positive relationship between humor and performance in both field and laboratory studies. Previous organizational behavior research used 4 items developed by William and Anderson (1991) to capture task performance of the subject by scoring from the completeness of the assigned duties and fulfillment of the specified responsibility according to the job description.



## Hypotheses Development And Research Model

With an attempt to consolidate all the findings of various variables from articles discussed above, the research model is now consistent to form solid reasons that offer the 4 hypotheses below:

Hypothesis 1: Attitude towards workplace fun is positively related to Experienced Workplace Fun

Hypothesis 2: Experienced workplace fun has a positive effect on Job Satisfaction

Hypothesis 3: Experienced workplace fun has a positive effect on Task Performance

Hypothesis 4: Job satisfaction has a positive effect on Task Performance

With the constructed hypotheses, the conceptual model of this research is shown in Figure 1.

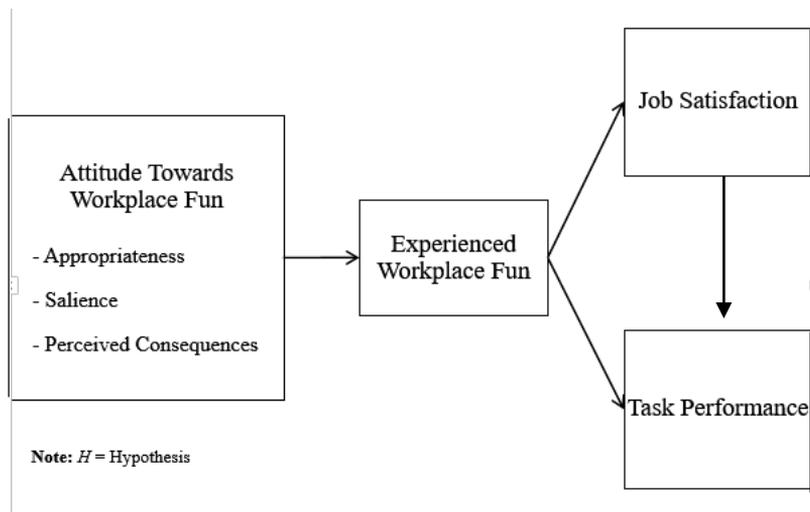


Figure 1 : Research Framework

## Research Methodology

### Data Collection and Measures

Based on the National Statistical Office of Thailand (2015), there are approximately 19.26 Million people who are classified as Generation Y. By using a 95 percent confidence level with a sampling error of 5 percent, an appropriate sample size of respondents calculated was 400. Questionnaires were distributed online from October 2017 to March 2018. The author chose randomly sample technique with two filtering questions on year of birth and current workplace to generalize the population yet scope down to only necessary sample. A total of 443 completed questionnaires were collected. The questionnaire has altogether 24 questions in the form of 5-point Likert scales. Attitude towards workplace fun was measured using 3 sub-items of Aldag and Sherony (2001) including appropriateness, saliency, and perceived consequences—altogether 13 items. Experiencing workplace fun scale from Karl et al (2007) is borrowed and used to test and confirm a positive relationship between attitude

towards workplace fun and another 2 variables, which are job satisfaction and task performance. His scale has 3 items, which was used to measure the level of fun in the office. Job satisfaction has 2 items and was taken from Michigan Organizational Assessment Questionnaire (MOAQ) (Cammann et al, 1983). Task Performance is included with 4 items based on William and Anderson’s scale (1991). The pilot test of 30 employees in several multinational companies was conducted in the field and Cronbach’s alpha was employed to test the reliability of each scales. All six variables are considered to have a high level of internal consistency with Cronbach’s alpha values above 0.7.

**Table 1** : Reliability Test Results

Variables	Cronbach’s Alpha Scores
Attitude Towards Workplace Fun:	Provided Below
<i>Appropriateness</i>	0.770
<i>Salience</i>	0.764
<i>Perceived Consequences</i>	0.778
Experienced Workplace Fun	0.705
Job Satisfaction	0.898
Task Performance	0.902

## Conclusion And Discussion

### Descriptive Statistics

One of the attitudes towards workplace fun statements received the highest score (4.67), with the majority of the collected respondents strongly agree that fun at work can actually help reduce stress and tension. Most of the respondents are feeling strongly agree with a mean score of 4.62 that having fun at work can enhance interpersonal relations and teamwork. In general, a score of 4.26 as a mean on attitude towards workplace fun statement leads to an observation that majority of generation Yers who are currently working in Multinational Company in Thailand normally have a strong positive attitude towards workplace fun concept—they respond positively to workplace fun. Attitude towards workplace fun is one of the essences of their working environment.



Table 2 : Mean of Statement on Attitude Towards Workplace Fun

Statement on Attitude Towards Workplace Fun	Mean	Std. Deviation	Interpretation
Joking, laughing, or having a “playful attitude” while on the job is immature and unprofessional. (Reversed)	4.26	0.8349	Agree
Having a good time and doing a good job are incompatible achievement. (Reversed)	4.40	0.71233	Agree
If you are playing, you cannot be possibly working. (Reversed)	4.00	0.85749	Agree
Having fun at work is very important to me.	4.35	0.684	Agree
If my job stopped being fun, I would look for another job.	3.82	0.799	Agree
I prefer to work with people who like to have fun.	4.34	0.75	Agree
I don't expect work to be fun-that's why they call it work. (Reversed)	4.12	0.88754	Agree
Experiencing joy or amusement while at work is not important to me. (Reversed)	4.41	0.67473	Agree
Having fun at work can enhance interpersonal relations and teamwork.	4.62	0.598	Strongly Agree
Fun at work can help reduce stress and tension.	4.67	0.555	Strongly Agree
When work is fun, employees work harder and longer.	4.15	0.806	Agree
When Employees are having fun, they are typically goofing off and avoiding their work. (Reversed)	4.00	0.87576	Agree
Employees with a healthy sense of humor tend to work well with others.	4.31	0.782	Agree
Attitude Towards Workplace Fun	4.26	0.45684	Agree

Statement regarding to experienced workplace fun, in general, is yielding at approximate score of 4.08, Employee's Job Satisfaction (4.11), and 4.28 point on statement towards their task performance; all yielding at an average score of more than 4 (range of agreement). These ratings indicate that generation Yers who are working in multinational company in Thailand on average have high experienced workplace fun in their company, where they are likely to laugh a lot (4.18) and try to create fun environment whenever they can (4.05). They were also found to be satisfying with their current job, and performed their task on an above average result.

**Table 3 :** Mean of Statement on Experienced Workplace Fun

Statement on Experienced Workplace Fun	Mean	Std. Deviation	Interpretation
At my workplace, we try to have fun whenever we can.	4.05	0.846	Agree
Managers encourage employees to have fun at work.	4.01	0.986	Agree
We laugh a lot at my workplace.	4.18	0.728	Agree
Experienced Workplace Fun	4.08	0.72651	Agree

**Table 4 :** Mean of Statement on Job Satisfaction

Statement on Job Satisfaction	Mean	Std. Deviation	Interpretation
All in all, I was satisfied with my job.	4.14	0.864	Agree
In general, I liked working here.	4.07	0.747	Agree
Job Satisfaction	4.11	0.731	Agree

**Table 5 :** Mean of Statement on Task Performance

Statement on Task Performance	Mean	Std. Deviation	Interpretation
I adequately completed assigned duties.	4.22	0.687	Agree
I fulfilled responsibilities specified in job description.	4.23	0.628	Agree
I performed tasks that are expected of me.	4.34	0.672	Agree
I met formal performance requirements of the job.	4.32	0.724	Agree
Task Performance	4.28	0.556	Agree

### Hypotheses Test Results

From the descriptive statistics above have shown a high score of at least 4.00 on our four main variables, however they did not confirm any linear relationship or association among variables. Pearson’s correlation was conducted to test four hypotheses to confirm whether there is a relationship (either positive or negative) between “attitudes toward workplace fun and experienced workplace fun”, “experienced workplace fun and job satisfaction”, “experienced workplace fun and task performance”, and lastly “job satisfaction and task performance”. Collected sample size of this research is 443 respondents; assumption to run Pearson’s has met the requirement ( $n > 15$ ). In Pearson’s correlation test, there are 2



opposite spectrum (-1 to +1). To test the positive relationship of stated four variables, any score with positive result and p-value lower than .001 will be treated as presence in relationship. The author divided positive relationship into four levels as: 0.01-0.25 Very Weak Positive Relationship; 0.26-0.5 Weak Positive Relationship; 0.51-0.75 Strong Positive Relationship; 0.76-1 Very Strong Positive Relationship.

H1 proposed that attitude workplace fun in Generation Yer who is currently working in multinational company in Thailand would show a positive association on experienced workplace fun. Three sub-scales that explained attitude towards workplace fun were tested separately one-by-one with experienced workplace fun in order to find out strongest association among 3 variables. All sub scale variables were statistically significantly confirmed to be related with experienced workplace fun ( $p = .000$ ). Appropriateness on Workplace Fun has a weak positive relationship towards experienced workplace fun ( $r=.38$ ). Perceived consequences proved to have a weak positive relationship towards experienced workplace fun ( $r=.45$ ). Salience were found to have a strongest positive relationship towards experienced workplace fun ( $r=.51$ ). When combining all three variables into a mean of attitude towards workplace fun, correlation level of .51 indicates strong positive linear relationship towards experienced workplace fun. In general, when employees have a positive attitude towards workplace fun, they tend to have better-experienced workplace fun inside their office while employee who believes that fun is important and noticeable (salience) will usually experience more fun in the workplace than the other two sub-scales.

H1: There is a statistically significant relationship between attitude towards workplace fun and experienced workplace fun. (Accepted).

**Table 6 :** Pearson’s Correlation Conducted to Test Relationship between Attitude towards Workplace Fun and Experienced Workplace Fun

Pearson’s Correlation		Experienced Workplace Fun
Attitude Towards Workplace Fun	Pearson Correlation	.51**
	Sig. (2-tailed)	0.000
	N	443
Appropriateness	Pearson Correlation	.38**
	Sig. (2-tailed)	0.000
	N	443
Salience	Pearson Correlation	.51**
	Sig. (2-tailed)	0.000
	N	443
Perceived Consequences	Pearson Correlation	.45**
	Sig. (2-tailed)	0.000
	N	443
Experienced Workplace Fun	Pearson Correlation	1
	Sig. (2-tailed)	
	N	443

\*\* Correlation is significant at the 0.01 level (2-tailed).

The second hypothesis proposed that positive relationship exists between experienced workplace fun and job satisfaction. A Pearson’s correlation was run to determine the relationship between 443 employees’ experienced workplace fun and their job satisfaction value. There was a strong, positive correlation between experienced workplace fun and job satisfaction ( $r=.72$ ,  $N=443$ ,  $p<.001$ ). This is definitely not due to chance to say that when employees have positive experienced related to workplace fun, they tend to have more satisfaction on their job.

H2: There is a statistically significant relationship between experienced workplace fun and job satisfaction. (Accepted).

**Table 7 :** Pearson’s Correlation Conducted to Test Relationship between Experienced Workplace Fun and Job Satisfaction

Pearson’s Correlation		Job Satisfaction
Experienced Workplace Fun	Pearson Correlation	.72**
	Sig. (2-tailed)	0.000
	N	443

\*\* Correlation is significant at the 0.01 level (2-tailed).



To confirm whether experienced workplace fun can boost up job satisfaction, further test was conducted. Linear regression analysis was used to test if experienced workplace fun significantly predicted job satisfaction of the respondent. The results of the regression indicated the two predictors explained 51.4% of the variance ( $R^2=.514$ ,  $F(1,441)=465.66$ ,  $p<.001$ ). R-squared is showing at moderate level, however p-value still indicated a real positive relationship between experienced workplace fun and job satisfaction. It was found that experienced workplace fun variable significantly predicted job satisfaction level ( $B=.72$ ,  $p<.01$ ).

**Table 8 :** Linear Regression Model Conducted to Predict Job Satisfaction by Experienced Workplace Fun

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.717 <sup>a</sup>	.514	.512	.51052

#### Model Summary<sup>b</sup>

a. Predictors: (Constant), Experienced Workplace Fun

b. Dependent Variable: Job Satisfaction

#### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	121.362	1	121.362	465.655	.000 <sup>b</sup>
	Residual	114.937	441	.261		
	Total	236.299	442			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Experienced Workplace Fun

#### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients		95.0% Confidence Interval for B		
		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound
1	(Constant)	1.165	.139		8.406	.000	.892	1.437
	EFW	.721	.033	.717	21.579	.000	.656	.787

a. Dependent Variable: Job Satisfaction

The third hypothesis, which suggested that when employees exposed the excessive amount of fun in the workplace, those people should have better task performance than those who experienced lower level of fun in the office. A Pearson’s correlation test was conducted to confirm the association between experienced workplace fun and task performance value. The result was indicated ( $p = .43$ ,  $N=443$ ,  $p < .001$ ) that two variables had a statistically significant association. However, “ $r = .43$ ” only provided a solid reason to indicate a weak positive relationship between experienced workplace fun and task performance.

H3: There is a statistically significant relationship between experienced workplace fun and task performance. (Accepted).

**Table 9 :** Pearson’s Correlation Conducted to Test Relationship between Experienced Workplace Fun and Task Performance

	Pearson’s Correlation	Task Performance
	Pearson Correlation	.43**
Experienced Workplace Fun	Sig. (2-tailed)	0.000
	N	443

\*\* Correlation is significant at the 0.01 level (2-tailed).

The fourth hypothesis, which specified a relationship between job satisfaction and task performance was also confirmed ( $p = .000$ ). Job satisfaction and task performance’s relationship were assessed by Pearson’s correction test. The result indicated a strong positive relationship between two variables. When employee’s job satisfaction increased, task performance on each particular employee improved in the same direction.

H4: There is a statistically significant relationship between job satisfaction and task performance. (Accepted).

**Table 10 :** Pearson’s Correlation Conducted to Test Relationship between Job Satisfaction and Task Performance

	Pearson’s Correlation	Task Performance
	Pearson Correlation	.55**
Job Satisfaction	Sig. (2-tailed)	0.000
	N	443

\*\* Correlation is significant at the 0.01 level (2-tailed).



In summary, the results of the hypotheses testing are shown in Figure 3.

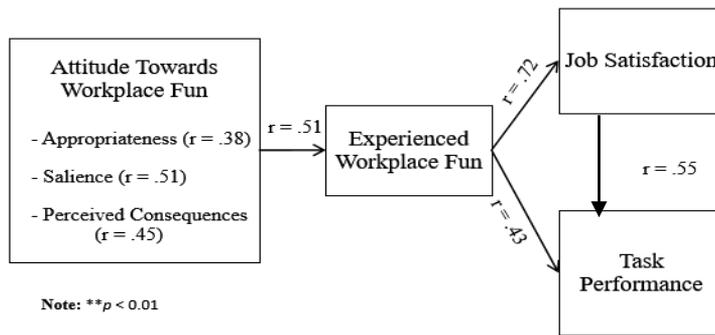


Figure 3 : Test Results

## Discussion

This research confirmed that generation Yers who are working in a multinational company in Thailand on a gross average respond positively to workplace fun concept. They generally do have a positive mindset towards work place fun and exposed to a lot of workplace fun experiences. Generation Yers believe that fun is an essential concept and important in the workplace. They agreed that having fun in the workplace and doing a good job could be both achievable at the same time. Employees, with age closer to generation X (older than 31 years old), were found to perceive workplace fun as the less important factor than those who were below 30 years old. Majority of generation yers' employees truly believe that workplace fun can really reduce their stress, tension, and also improve the interpersonal relationship among peers.

This research pointed out that employees who believe that exposing to fun in the office is appropriate, saliency, and bringing positive outcome actually experience more fun in the office than those who are not. In another word, employee's positive attitude towards workplace fun cause them to experience more fun in the office. Based on collected data, there is a solid evidence to conclude that employee who experiences more fun in the office often has higher job satisfaction level. On the other hand, employees with little exposure to the work place fun were found to have a lower level of satisfaction on their job. However, only small positive correlations( $r=.43$ ) were found on experienced workplace fun and task performance. To illustrate, when generation Yers experience more fun in the work place, there are some chances that they can perform the assigned task better than those who experience less fun activities in the office. Even little implication can be done to improve the task performance by using fun activities in the office as a mean; a good new is job satisfaction was found to have a strong positive correlation with task performance. Hence, job satisfaction can be used as a mediation factor on enhancing task performance by utilizing

workplace fun activities. Workplace fun activities may be planned ahead with the hope that they will motivate the employee to have more satisfaction at the organization level.

## Conclusions

First, generation yers' employees have a positive attitude towards workplace fun. Therefore, they tend to view a fun work environment as a good thing rather than a traditional serious work environment. Second, across 3 dimensions, they truly agree that workplace fun is important and serves as a critical element of job (salience). The findings could relieve management from such fear to have fun in the workplace at certain points.

The relationship between the 3 main variables, namely workplace fun, job satisfaction, and task performance, was explored. The term workplace fun was then conceptualized into attitude (independent factor) and experience (dependent factor). As expected in literature review, employees with a positive attitude towards workplace fun were found to have higher exposure to workplace fun activities than those who did not value workplace fun. Intuitively, the experienced workplace fun level for each employee was found to influence the satisfaction level of his or her job. In another words, humor or a fun mood occurring in an employee can stimulate an affectionate feeling towards an employee's job. It appears that higher job satisfaction for employees positively improve their task performance. However, an employee who experiences a lot of workplace fun activities does not play a huge impact on his or her task performance due to weak positive correlations found between experienced workplace fun and task performance variables. By linking all variables together, this research collected evidence to say that employees who experience more fun were found to have a good state of affection towards their job, which leads to favorable task results.

## Recommendations

In today's world, most managers in Thailand still traditionally treat fun in a workplace as an inappropriate or unnecessary behavior. However, our findings provide strong evidence that generation Y's employees are a true believer of workplace fun. Collected respondents confirmed that they would try to look for another job if their work stops being fun. They perceived fun in a workplace as a "must to have item" rather than "nice to have item". The researcher draws a first recommendation that managers and supervisors of the company should spiritually change their negative attitudes towards having fun at work if any, because it could be a new way of improving company's retention rate in a long run—considering the fact that generation Yers will invade more than half of Thailand workplace in the near future. With the current observation on high exposure of fun in the workplace and freedom of having fun in Multinational Company's environment in Thailand, there is no doubt to question why



MNCs in Thailand was so successful in pulling young human resources—generation Yers. The second recommendation suggests that management should eliminate guilt of having fun at work context by injecting fun and flexible culture. To do that, managements need to believe that fun loving culture contributed positively to organization performance. There are many ways to build fun at work culture in the company. Management could start with injecting either formal or informal fun activities in the office throughout the year. Examples of formal activities are team building, New Year party, recognition awards, coffee talk, stretching break, lunch and learn with leader, and sports day. Where informal activities are pop-up lunch with mentor/boss, karaoke night, surprise baskets, company clubs—such as music club, basketball club, Christian club, dance club, etc.

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