A STUDY ON THE IMPACT OF WORKPLACE FUN ON THE TURNOVER INTENTION OF KNOWLEDGE WORKERS IN PRIVATE ENTERPRISES - BASED ON THE MEDIATION ROLE OF ORGANIZATIONAL COMMITMENT

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Abstract: In recent years, the turnover rate of employees in private enterprises in China has been consistently high, and the high turnover rate has brought difficulties to the sustainable development of private enterprises. Reducing employee turnover rate is one of the challenges faced by private enterprise managers. Workplace pleasure is a work atmosphere pleasure that knowledge workers pay more attention to. Can increasing workplace pleasure reduce the willingness of knowledge workers to resign. The article distributes questionnaires to employees in private enterprises, using organizational commitment as a mediating variable. By constructing structural equations, factor analysis, and other methods, the impact of workplace fun on the turnover intention of knowledge-based employees in private enterprises is explored, and corresponding management strategies are proposed to provide reference for human resource management in private enterprises.

Keywords: *workplace fun, private enterprise, organizational commitment, willingness to resign*

Introduction

Private enterprises play an indispensable role in China's economic development, and more and more knowledge workers choose to work in private enterprises. However, in China's unique cultural background, people's psychology of seeking stability is very prominent. Especially after the outbreak of the COVID-19 epidemic, many small enterprises face operating difficulties or even bankruptcy, further deepening people's yearning for public units. The popular saying in China is

"the end of the universe is the establishment", which goes so far as actor recruitment. For example, the 2022 Chinese actor Guan Xiaotong was admitted to the establishment of the Chinese National Theatre, which further demonstrates the Chinese people's desire for stable work; Even small taxi companies use state-owned backgrounds as an advantage in promoting their rides (Wu & Zhang, 2024; Chen et. al., 2024, Li et. al., 2024). This is enough to indicate that people's work and life both reflect a mentality of seeking stability. Because the funding source of public institutions is supported by national policies, the various welfare benefits of employees are significantly better than those of private enterprises. This precisely indicates that state-owned enterprises are one of the main destinations for knowledge workers in private enterprises to resign (Sun et. al., 2024, Chang et. al., 2024). According to the China Private Enterprise Turnover Rate Report released by Zhaopin Recruitment, the turnover rates of private enterprises in China from 2020 to 2022 were 25.9%, 19%, and 17.4%, respectively. Although there is a downward trend, the turnover rate is still at a high level. The reasons behind the high turnover rate are worth further exploration by researchers (Liu et.al., 2024).

In the information-driven modern economy, an organization's ability to stay competitive depends largely on the skills and knowledge of its employees. Notably, a significant portion of highly skilled employees often convey their steadfast desire to leave their current positions (Yu et al., 2024; Guo et al., 2024). Organisations need a deep grasp of the essential elements that lead to the retention of outstanding employees in order to manage this phenomena and sustain long-term success. One of the main factors influencing the intention of competent workers to submit their resignation is their desire for personal and professional advancement. Workers who are very skilled and often driven by a strong desire for continuous learning and development may become unhappy with their present employer's lack of opportunities for progress (Ma et al., 2024; Maharani & Tamara, 2024). Regardless of their level of expertise, people may choose to seek other options that align more closely with their career goals and provide new challenges and possibilities. Furthermore, intelligent people may get bored or stagnate in their work if it doesn't challenge their thinking or make the most of their ability. Workers who are given monotonous tasks or little autonomy may get disillusioned and look for more exciting workplaces where they can use their abilities for meaningful purposes (Zhou et al., 2024; Mo et al., 2024). Companies that don't provide possibilities for creativity and intellectual stimulation risk losing their highly qualified employees to competitors that offer more exciting and thought-provoking jobs. An additional component that is crucial is the organization's gratitude and support. Talented workers who don't feel like their efforts are valued and appreciated may get frustrated with their current employer and actively look for other opportunities where they will be appreciated and valued. This may encompass non-financial incentives alongside monetary ones, such as prospects for assuming leadership positions, participating in decision-making procedures, or receiving recognition for their accomplishments and domains of expertise. Furthermore, the increasing demand for flexible and remote work arrangements, coupled with the ever-changing nature of employment, has significantly increased the likelihood that qualified personnel will resign from their roles (Lin & Lin, 2024; Pattali et al., 2024).

By incorporating elements of entertainment into the corporate culture, it is possible to foster a dynamic and positive work atmosphere. Engaging in enjoyable activities that foster positive emotions, unity, and a feeling of inclusion among employees include team-building exercises, themed events, and casual social gatherings (Yuen-han, Hu & Fat, 2024, Yang & Chen, 2023, Chen et. al., 2023). Engaging in enjoyable activities at the workplace may provide knowledge workers, who often excel in creativity and intellectual stimulation, a necessary break from the demanding nature of their work and enhance their overall job happiness. In addition, Knowledge workers are more inclined to stay in their positions when they possess a profound sense of loyalty, connection, and alignment with the organization's objectives and principles. This is partially attributed to the dedication of the organisation. Employees who possess a profound feeling of affiliation with their organisation and actively endorse its objectives are less inclined to contemplate resigning, especially when confronted with challenges or more enticing opportunities elsewhere (Zeng et al., 2023, Lu et. al., 2023) . The availability of advanced technology that enables improved communication and remote teamwork may inspire experienced professionals to choose alternate work setups that provide more flexibility and a more favourable balance between work and personal life. Businesses that do not adjust to these evolving tastes are susceptible to losing their best employees to rivals that provide more adaptable working conditions. Knowledge workers possess a secondary or higher level of education, and their professional knowledge is enhanced by further educational experiences. These experiences also influence the development of their work values once they begin working (Chen et. al., 2023, Musadieq, 2023). With an increased understanding, individuals develop a greater desire for work happiness, moving away from the conventional mindset of just seeking cash rewards as the primary indicator of job contentment. Knowledge workers are motivated not only by financial incentives for their good job, but also by their own desires for a conducive work environment, positive interpersonal interactions, organisational ambiance, and other related factors. In his study, Cuixian, Wichaikhum and Abhicharttibutra, in (2023) noted that the emerging cohort of knowledge-based workers actively seek autonomy, dislike restrictions, and promote amicable and lighthearted interactions with colleagues, as well as a laid-back workplace atmosphere. Thus this current study want to investigate the imfluence of workplace fun toward turn over intention and the mediating effect of organizational commitment in the relationship between workplace fun and turnover intention among knowledgeable employee.

Turn over intention

Employee attrition, or the inclination of individuals to leave their current job, is a significant concern for organisations worldwide. While excessive turnover may be costly and disruptive, a certain amount of turnover is inevitable and can even be beneficial for introducing new perspectives and abilities (Liu et. al., 2024, Wang et. al., 2024, Pu et. al., 2024). To retain quality personnel and reduce turnover, businesses must understand turnover intention elements. Job dissatisfaction strongly influences quitting. Employees who are unsatisfied with their income, workload, or recognition are more likely to consider quitting (Liao et al., 2024; Li, 2024). Not

meeting peers' or superiors' standards, a lack of growth and development opportunities, and difficult relationships with coworkers may also lead to quitting an organisation. A person's view of their career options strongly influences their decision to leave. If they think they can get better pay, perks, or work-life balance elsewhere, people are more inclined to resign (Yan & Qin, 2024; Liao et al., 2024). Job prospects, industry instability, and market conditions may affect this image. Organisational commitment strongly influences employee turnover. Loyal and dedicated workers are less likely to quit when confronted with problems or displeasure. However, employees without a strong organisational commitment may choose different career paths if they believe there are greater opportunities elsewhere. The effects of intentional worker attrition on an organization's performance reach beyond the individual (Chen et al., 2024; Liang, 2023). Higher worker turnover, decreased productivity, and worse morale may result. Finding, employing, and onboarding new personnel may be costly, compounding the negative impacts of staff turnover. Businesses must prioritise employee engagement, job happiness, and a healthy work environment to reduce attrition (Chen et al., 2023; Wang et al., 2023). This includes periodic employee surveys to identify issue areas, skill development and professional advancement opportunities, and open and honest communication between management and staff. Purpose of departure is a major concern for companies trying to retain their best employees and sustain productivity.

Organisations may identify the underlying reasons and implement suitable mitigation methods to create a work environment that promotes employee retention and lessens the negative effects of turnover intention (Xu et al., 2023; Zhang et al., 2023; Liu et al., 2023).

Work place fun

One important factor linking the high-level demands of "workers" with the enterprise's humanistic management philosophy is Workplace Fun, a corporate practice intended to promote a happy work climate in the organisation. At present, numerous empirical research results have shown that workplace fun can have a positive impact on employees and organizations. Employees who experience more joy in the workplace will also have higher satisfaction with their work (Wu & Zhang, 2024, Liu et. al., 2024). Workplace fun can increase trust among organizational members, thereby enhancing team cohesion and stimulating more organizational citizenship behavior (Chang et. al., 2024, Yang & Chen, 2023). In a fun rich work environment in the workplace, employees will also generate more positive emotions and fun experiences, thereby promoting their good work state (Chen et al., 2023). Workplace fun serves as a lubricant for harmonious relationships among organizational members, promoting the formation of a positive organizational work atmosphere (Islam & Ahmed, 2023). Kuriakose in (2023) found in his research that workplace fun has a positive impact on employee engagement. Therefore, it is particularly important to explore the impact of workplace pleasure on the turnover intention of private enterprise employees under the mediation of organizational commitment. Workplace fun is a multidimensional and high-level concept. Firstly, proposed by Ford et al. (2003), it refers to various fun activities carried out by organizations to motivate individual and team members to actively engage in work and achieve higher performance, bringing positive emotional experiences to employees. McDowell's (2004)

research enriches and expands this concept, stating that workplace pleasure can transcend work itself, with the core purpose of promoting employees to experience satisfaction and happiness in their work. A measurement scale was developed that includes four dimensions: social activities, celebration activities, individual freedom, and overall fun, and has been widely applied in empirical research. The pursuit of knowledge-based employees in their work is not all about good work remuneration, but also about the atmosphere and fun of work, enjoying a balance between work and fun. Employees feel a good work atmosphere and joy in the organization, and they are more willing to continue to stay in the organization to form a high organizational commitment; In addition, with the increase of working years, employees form relatively stable interpersonal relationships and a tacit understanding of work cooperation (Dishon-Berkovits, Bakker & Peters, 2024, Zahid & Nauman, 2024, Kaur, 2024). So when there are factors that prevent them from staying in the organization, they will consider losing their previous work accumulation after leaving the organization. Therefore, hypothesis 2 is proposed.

H1: Workplace fun has a significant impact on employees' turn over intention

H2: Workplace pleasure has a significant impact on organizational commitment

Organizational commitment

Organizational commitment consists of three dimensions, namely emotional commitment, sustained commitment, and normative commitment (Meyer & Allen, 1991). One important dimension is emotional commitment. In a sense, emotional commitment is the foundation and premise of organizational commitment. Therefore, based on social exchange theory and emotional event theory, this study explores the mediating role of organizational commitment between workplace pleasure and employee turnover intention, Organizational commitment is an emotional attachment of employees to the organization, manifested as identification and involvement with the organization (Porter et al., 1974, Pimenta, Duarte & Simões, 2024). It is composed of three dimensions: emotional commitment, sustained commitment, and normative commitment (Meyer & Allen, 1991), which in turn generate a driving force for organizational action. The process is influenced by internal desires (emotional commitment) The continuous shaping of the three psychological states of cost (sustained commitment) and perceived organizational responsibility and obligation (normative commitment) caused by leaving the organization (Meyer & Allen, 1991, Ly, 2024) is the direct driving force behind organizational citizenship behavior, built on the positive interaction between employees and the organization. In short, the higher the organizational commitment of employees, the more difficult it is to make a resignation choice. Therefore, Hypothesis 3 is proposed. In summary, knowledge-based employees believe that certain entertainment activities are essential in their work and life, and they seek a balance between play and work the most (Ford et al., 2003, Pudjowati et. al., 2024). Employees feel care, warmth, and joy in the organization, which enhances their organizational commitment. Work pleasure can also promote the establishment of good interpersonal relationships among employees, allowing them to take into account their willingness to resign, and thus encouraging them to continue to stay

in the organization (Zheng, 2016, Yusuf et.al., 2024). We can see that high workplace fun helps employees establish high organizational commitment, which in turn affects employees' willingness to resign. Therefore, hypothesis 4 is proposed.

H3: High organizational commitment has a significant impact on low employee turnover intention.

H4: High Organizational commitment have a significant mediation impact in the relationship between work place fun and turnover intention

Finding

Demographic analysis

Majority of the respondent come from the age range over 43 years old woth the score 68.1% (312), followed by the respondent come from the age range 27-33 with the score 15.9% (73), 34-42 years old with the score 9% (41) and 19-26 years old with the score 7% (32). In term of marital status, majority of the respondent are married with the score 64% (293), unmarried with the scores 34.9% (160) and divorce with the score 1.1% (5). For education background, majority of the respondent earnt master degree and above with the score 95.9%(439) followed by undergraduate with the score 2.6% (12) and junior college 1.5% (7).

Data analysis results

Table 1 Reliability Test Results

variable	items	Cronbach's α
Workplace Fun	24	0.937
organizational commitment	6	0.925
Turnover intention	4	0.869

The reliability test results using SPSS 24.0 showed that the internal consistency, reliability, and stability of the scale were good. As shown in the table below, Cronbach's workplace fun α The coefficient is 0.937, indicating the Cronbach's organizational commitment α Cronbach's with a coefficient of 0.925 and intention to resign α The coefficient is 0.869, and Cronbach's of each variable scale α The coefficients are all above 0.7, indicating that the scale has high reliability.

Table 2 Correlation

	gender	age	marital status	education	working age	Workplace Fun	organizational commitment	Turnover intention
gender	1							
age	.101*	1						
marital status	0.054	.657**	1					
education	-.140**	-.360**	-.227**	1				
working age	.144**	.676**	.496**	-.268**	1			
Workplace Fun	-0.071	0.077	0.034	.118*	.172**	1		
organizational commitment	0.012	0.017	0.005	0.053	0.036	.310**	1	
Turnover intention	-0.073	0.002	-0.006	0.032	-0.032	-.363**	-.327**	1

Correlation analysis using SPSS 24.0, the correlation coefficient, mean, and standard deviation of each variable are listed in the table above. From the above table, it can be seen that workplace pleasure is positively correlated with organizational commitment (r=0.310, p<0.01), negatively correlated with turnover intention (r=-0.636, p<0.01), and negatively correlated with organizational commitment and turnover intention (r=-0.327, p<0.01). These results preliminarily support the research hypothesis.

Table 3 Common Method Deviation a

compone nt	initial eigenvalue			sum of squares		
	total	Variance percentage	accumulate %	total	Variance percentage	accumulate %

1	11.232	33.036	33.036	11.232	33.036	33.036
2	4.097	12.049	45.085	4.097	12.049	45.085
3	3.593	10.568	55.653	3.593	10.568	55.653
4	2.380	7.001	62.653	2.38	7.001	62.653
5	1.899	5.586	68.239	1.899	5.586	68.239
6	1.863	5.479	73.718	1.863	5.479	73.718

SPSS 24.0 was used to obtain survey data in the form of employee self-reported questionnaires in this article. Each questionnaire was completed by one investigator, and there may be common methodological biases. Therefore, the Harman univariate test method was used to conduct a homologous variance test to determine whether it significantly affects the research results. Perform exploratory factor analysis on all items of the variable using principal component analysis, and extract factors with eigenvalues greater than 1 without rotation. The data test results showed that the first principal component explained 33.036% of the variance, which was not half of the total variance explanation (73.718%). Therefore, it is believed that there is no serious common method bias in this article. Further analysis using Amos 25.0 showed that the fitting index of the single factor confirmatory factor analysis conducted on all items did not reach an acceptable level. Additionally, Mb's fitting index was not significantly better than Mc's fitting index. Therefore, there is no serious common method bias in this article.

Table 4 Common Method Deviation b

model	x2/df	CFI	IFI	GFI	RMSEA
Ma	15.263	0.381	0.382	0.359	0.177
Mb	2.354	0.947	0.947	0.872	0.054
Mc	2.634	0.931	0.931	0.846	0.060

Table 5 Measurement Item Load

factor	items	load
	individual freedom1	0.795
individual freedom	individual freedom2	0.813
	individual freedom3	0.845

	individual freedom4	0.735
	individual freedom5	0.743
	individual freedom6	0.763
Celebration activities at work	Celebration activities at work1	0.870
	Celebration activities at work2	0.878
	Celebration activities at work3	0.871
	Celebration activities at work4	0.886
	Celebration activities at work5	0.755
	Celebration activities at work6	0.776
Social activities with colleagues	Social activities with colleagues1	0.771
	Social activities with colleagues2	0.727
	Social activities with colleagues3	0.885
	Social activities with colleagues4	0.874
	Social activities with colleagues5	0.886
	Social activities with colleagues6	0.877
Overall fun	Overall fun1	0.901
	Overall fun2	0.913
	Overall fun3	0.790
	Overall fun4	0.756
	Overall fun5	0.771
	Overall fun6	0.767
Organizational commitment	Organizational commitment1	0.844
	Organizational commitment2	0.814
	Organizational commitment3	0.831
	Organizational commitment4	0.831

	Organizational commitment5	0.883
	Organizational commitment6	0.725
	Turnover intention1	0.860
	Turnover intention2	0.864
Turnover intention	Turnover intention3	0.766
	Turnover intention4	0.652

From the above table, it can be seen that the factor coefficients of individual freedom, celebration activities at work, social activities with colleagues, overall fun, organizational commitment, and turnover intention correspond to various items above 0.5, indicating that each latent variable corresponds to a certain representativeness of the corresponding item;

Table 6 Fitting indices for confirmatory factor analysis

model	x2/df	CFI	IFI	GFI	RMSEA
Three factors (workplace fun, organizational commitment, turnover intention)	2.746	0.925	0.925	0.837	0.062
Two factors (workplace fun+organizational commitment, turnover intention)	3.412	0.896	0.897	0.797	0.073
Two factors (workplace fun+turnover intention, organizational commitment)	3.240	0.904	0.904	0.806	0.070
Two factors (workplace fun, organizational commitment+willingness to resign)	4.296	0.858	0.859	0.748	0.085
Single factor (workplace fun+turnover intention+organizational commitment)	4.870	0.833	0.834	0.716	0.092

From the data in the table 6 above, it can be seen that compared with the two factor model and the single factor model, the three factor model has the most ideal fitting indices and all meet the standard requirements, indicating that the three latent variables can indeed represent different three constructs, and the model has good discriminant validity.

Table 7 Fit indices of each estimation model

model	x2/df	CFI	IFI	GFI	RMSEA
M1	2.821	0.922	0.922	0.835	0.063

M2	2.746	0.925	0.925	0.837	0.062
M3	2.849	0.935	0.935	0.856	0.064

From the above table, it can be seen that in each model χ If the value of 2/df is less than 3, the adaptation is ideal (Marsh & Hocevar, 1985); The RMSEA values are all less than 0.08, indicating ideal adaptation; The GFI values are all greater than 0.8, indicating ideal adaptation; The values of IFI and CFI are both greater than 0.9 (Hu & Bentler (1999), indicating ideal adaptation; In summary, all relevant values are within an acceptable range, indicating that the overall model adaptation is reasonable (Kock, 2011,).

Table 8 Path Inspection

Path relationship	Estimate	T	P	Inspection results
Workplace Fun → Organizational Commitment	0.398	6.681	***	Supported
Organizational Commitment → turnover Intention	-0.387	-7.198	***	Supported
Workplace Fun → Organizational Commitment → turnover Intention	0.382	6.411	***	Supported
Workplace Fun → turnover Intention	-0.484	-7.163	***	Supported

From the above table, it can be seen that in the Table 8 model, the standardized regression coefficient of workplace pleasure on turnover intention is -0.484 and P<0.001, indicating that workplace pleasure has a significant negative impact on turnover intention; in additom, the standardized regression coefficient between workplace pleasure and organizational commitment is 0.398 and P<0.001, indicating that workplace pleasure has a significant positive impact on organizational commitment; The standardized regression coefficient between organizational commitment and turnover intention is -0.387 and P<0.001, indicating that high organizational commitment has a significant impact on low turnover intention; From Table 8, it can be seen that when both the independent and mediating variables have a significant positive impact on turnover intention, workplace pleasure has a significant positive impact on organizational commitment, and organizational commitment has a significant negative impact on turnover intention. This indicates that organizational commitment plays a mediating role in the relationship between workplace pleasure and turnover intention, while the independent variable workplace pleasure still has a significant negative impact on the dependent variable turnover intention, Explain that the mediation function is a partial mediation (Vandenberg & Scarpello, 1994, Ghazali, 2005).

Discussion

The significance of workplace enjoyment in the current competitive labour market cannot be overstated, as organisations strive to recruit and retain top talent. Organisational dynamics and human psychology have shown that increased organisational commitment leads to reduced resignation intentions (Zhou et al., 2024; Mo et al., 2024). Work satisfaction fosters positivity, teamwork, and unity. Happy workers are more likely to form strong bonds with coworkers and show loyalty to the organisation. Employees who have a profound emotional attachment to the organisation are more likely to experience a sense of investment in its accomplishments and less likely to consider voluntary separation. As a consequence, organisational commitment is enhanced (Yu et al., 2024; Guo et al., 2024). The level of enjoyment experienced in the workplace has a substantial influence on job satisfaction, which in turn is a critical factor in determining the propensity to resign. When workers appreciate their jobs and coworkers, they are less likely to compare their employment to other opportunities. Participatory activities foster a constructive work environment, which in turn increases employee contentment and decreases attrition rates. These activities might include team-building exercises, creative brainstorming sessions, or just sharing jokes during breaks (Ma et. al., 2024, Maharani & Tamara, 2024).

Additionally, enjoying oneself at work may decrease stress and burnout, which are significant variables affecting the inclination to quit. Organizations may help employees maintain a healthy work-life balance by providing opportunities for leisure, socializing, and enjoyment. Employees are more inclined to show increased commitment and loyalty when they believe that their firm appreciates and stands by them. Enjoyable work environments are closely connected to organizational commitment, which is characterized by a strong dedication to the company and its goals. Employees are more inclined to align with the firm and its values when they find their work engaging and fulfilling (Lin & Lin, 2024, Pattali et. al., 2024). When employees see alignment between the company and their personal and professional goals, they demonstrate more commitment to the organization. Moreover, firms that prioritize workplace satisfaction often cultivate an environment characterized by openness, collaboration, and trust. Workers in a convivial environment are able to freely communicate, share ideas, and collaborate with their colleagues. The open and inclusive culture fosters a sense of belonging and mutual respect among workers, leading to higher levels of organizational commitment (Yuen-han, Hu & Fat, 2024, Yang & Chen, 2023, Chen et. al., 2023).

A mediating effect in the complex but vital link that forms between employee actions and organisational results and workplace contentment, commitment to the organisation, and willingness to quit work together. Workplace satisfaction is a strong indicator of a lower desire to resign, however it's important to take organisational commitment into account. Fun workplaces have stimulating interactions, exciting tasks, and a good vibe. Its benefits include better professional contacts, job happiness, and fewer turnover. Happy, coworker-friendly employees are less inclined to look elsewhere. Enjoyable activities minimise the chance of leaving the organisation by relieving work-related stress, building community, and fostering inclusion (Zeng et al., 2023; Lu et al., 2023).

Work satisfaction affects quitting differently for different employees. Work satisfaction reduces quitting desire more with company commitment. Organizationally committed employees feel loyal to the firm, its aims, and its values.

People who have a deep emotional connection to the organization's accomplishments are unlikely to consider leaving, even in the face of better possibilities or challenges. Contentment in one's workplace contributes to the positive opinions that committed employees have of the company. It has been shown that taking part in fun activities increases dedication to the organization's principles and culture, strengthens interpersonal connections amongst colleagues, and improves employee job satisfaction. Those with high levels of organisational commitment had a far greater association between reduced desire to depart and employee satisfaction (Yan & Qin, 2024; Liao et al., 2024). Conversely, those who lack a strong sense of commitment to the company may not experience the same benefits from finding work enjoyable. While enjoying yourself could provide a little reprieve from depression, it doesn't foster a commitment to the organisation that will stay. Despite feeling satisfied in their jobs, workers who lack a strong sense of loyalty may be more inclined to think about quitting an organisation (Chen et al., 2024; Liang et al., 2023).

Conclusion

In general, a complex and dynamic relationship can be observed between workplace satisfaction, commitment to the organisation, and intention to leaveA happy work environment has the ability to boost employee job satisfaction, nurture strong interpersonal ties, and lower turnover rates. These benefits may be achieved via the establishment of a positive work environment. One of the factors that moderates the influence of workplace satisfaction is the degree to which workers are committed to their company. When paired with organisational commitment, which is expressed via a genuine feeling of devotion to the company, the impact of workplace joy on the desire to leave the organisation is amplified. As a result of their active engagement in events, conscientious staff members experience an increase in their morale, which in turn helps them form better relationships with their colleagues and strengthens their dedication to the objectives and ideals of the organisation. Consequently, as a consequence of this, their tendency to consider leaving the company decreases, but their propensity to continue working for the business improves. Because of their lack of emotional connection and lack of loyalty to the organisation, employees who do not have organisational commitment may not receive the same benefits from enjoying their job. This is because they do not have the same level of commitment to the organisation. The participation in joyful activities may provide a brief reprieve from dissatisfaction in the job; nevertheless, it has been shown that these activities are less effective in building long-term devotion and in keeping staff. Organisations that are looking to enhance employee retention and minimise staff turnover should make the development of organisational commitment a priority, in addition to providing a work environment that is both joyful and exciting. When combined with a workforce culture that values and preserves dedication, trust, and respect, the development of a work environment that encourages joy has the potential to considerably boost the performance of

an organisation. This is especially true when the establishment of such an environment is accompanied by a workforce culture. Acknowledging the link between employee happiness in the workplace and loyalty to the company is one way for organisations to cultivate a workforce that is devoted and motivated, which in turn contributes to the organisations' continued success and competitiveness.

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4509