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The Mediating Role of Job Satisfaction in the Relationship Between Workplace Fun and Employee Commitment in Selected Deposit Money Banks in Akwa Ibom State, Nigeria.

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Abstract

In the contemporary business landscape marked by rapid change and intense competition, organizations increasingly rely on a committed workforce to sustain productivity and competitive advantage. Employee commitment, a multifaceted construct reflecting loyalty, effort, and belief in organizational values, remains critical to long-term success. While prior research identifies workplace fun as a potential driver of job satisfaction and commitment, empirical evidence on its effectiveness particularly within Nigeria's banking sector remains limited. This study investigates the mediating role of job satisfaction in the relationship between workplace fun and employee commitment among staff of selected deposit money banks in Akwa Ibom State, Nigeria. Specifically, the study explores how social events, recognition of achievements, and a flexible work environment influence employee commitment. Grounded in reciprocity and affective event theories, the research provides fresh insights into how non-financial motivators contribute to organizational loyalty and sustainable employee engagement.

Keywords: Workplace fun, job satisfaction, employee commitment, social events, recognition, flexible work environment, banking sector, Akwa Ibom State.

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1. Introduction

In an era defined by intense competition and rapid technological change, organizations face the dual challenge of attracting and retaining talented employees while fostering deep commitment among them. Employee commitment, often viewed as the cornerstone of organizational success, encapsulates an employee's loyalty, willingness to exert extra effort, and desire to remain within the organization (Okurame, 2019). Committed employees enhance service quality, foster customer loyalty, and improve profitability (Ulabor & Bosede, 2019). Modern organizations increasingly depend on committed employees as a source of intellectual and social capital, both of which are essential for innovation and sustainable growth (Akgunduz et al., 2020; Albrecht et al., 2020). Consequently, understanding the antecedents of employee commitment has become a major focus in human resource research. Leadership style, organizational justice, and corporate social responsibility have all been identified as key drivers of commitment (Lee & Chen, 2019). However, these factors often converge around the critical construct of job satisfaction an individual's positive emotional state resulting from the appraisal of one's job experiences (Bui et al., 2019).

Beyond monetary rewards, non-financial motivators such as workplace fun have emerged as significant contributors to job satisfaction. Workplace fun encompasses voluntary, enjoyable activities and environments that foster joy, humour, and social connection (Tews et al., 2021). Common elements include social events**,** recognition of achievements**,** and a flexible work environment all of which enhance employees' psychological well-being and sense of belonging.

Social events, such as team outings and celebrations, promote camaraderie and emotional attachment, thereby strengthening affective commitment (Tabor-Błażewicz, 2023). Recognition of achievements reinforces normative commitment by validating employee efforts and fostering reciprocity (Brun & Dugas, 2019). A flexible work environment, which offers autonomy and respect for personal life balance, supports continuance commitment by enhancing satisfaction and reducing turnover intentions (Idowu, 2020). The theoretical underpinnings of this study rest on social exchange theory and affective events theory**.** James (2019) highlights reciprocity as a key mechanism employees reciprocate organizational investments in enjoyable work environments through increased loyalty. Similarly, Edem (2022) posits that fun activities generate positive emotions that enhance job satisfaction, thereby strengthening organizational commitment.

Despite growing attention, empirical research remains inconclusive regarding how workplace fun translates into employee commitment and the mediating role of job satisfaction in this process. This study addresses this gap by examining the mediating role of job satisfaction in the relationship between workplace fun and employee commitment within the Nigerian banking industry a sector characterized by high performance pressures and limited work-life balance.

1.2 Statement of the Problem

In today's competitive and fast-paced work environment, organizations recognize that creating a positive workplace culture is crucial for sustaining high employee morale and commitment. Although workplace fun has gained popularity as a tool for enhancing engagement, its impact on long-term commitment remains uncertain, particularly within Nigeria's deposit money banks. Conflicting evidence exists while some studies report that

fun initiatives foster satisfaction and loyalty, others suggest that poorly designed programs may backfire, leading to disengagement and reduced productivity.

Moreover, while previous research has examined the direct relationships between workplace fun and job satisfaction or commitment, limited attention has been paid to how job satisfaction mediates this relationship**.** This omission is especially relevant in the banking sector, where job pressure and performance demands are exceptionally high. Understanding whether job satisfaction serves as the key link between workplace fun and commitment is vital for developing effective employee retention strategies. This study seeks to fill this gap by exploring how specific elements of workplace fun namely, social events, recognition of achievements, and flexible work environments affect employee commitment through the mediating influence of job satisfaction.

1.3 Objectives of the Study

The main objective of this study is to examine the mediating role of job satisfaction in the relationship between workplace fun and employee commitment in selected deposit money banks in Akwa Ibom State. The study is guided by the following specific objectives:

1. To determine the relationship between social events and employee commitment in selected deposit money banks in Akwa Ibom State.
2. To examine the relationship between recognition of achievements and employee commitment in selected deposit money banks in Akwa Ibom State.
3. To investigate the mediating role of job satisfaction in the relationship between workplace fun and employee commitment in selected deposit money banks in Akwa Ibom State.

1.4 Research Questions

The study was guided by the following research questions:

1. What relationship exists between social events and employee commitment in selected deposit money banks in Akwa Ibom State?
2. What relationship exists between recognition of achievements and employee commitment in selected deposit money banks in Akwa Ibom State?
3. What is the mediating effect of job satisfaction on the relationship between workplace fun and employee commitment in selected deposit money banks in Akwa Ibom State?

1.5 Hypotheses of the Study

In line with the research objectives and questions, the following null hypotheses were formulated:

- **H_{01}:** There is no significant relationship between social events and employee commitment in selected deposit money banks in Akwa Ibom State.
- **H_{02}:** There is no significant relationship between recognition of achievements and employee commitment in selected deposit money banks in Akwa Ibom State.
- **H_{03}:** Job satisfaction does not significantly mediate the relationship between workplace fun and employee commitment in selected deposit money banks in Akwa Ibom State.

2.1.1 Conceptual Model

The conceptual model for this study illustrates the hypothesized relationships between workplace fun, job satisfaction, and employee commitment. It posits that workplace fun operationalized through social events**,** recognition of achievements**,** and a flexible work environment enhances employee commitment both directly and indirectly through the mediating influence of job satisfaction**.**

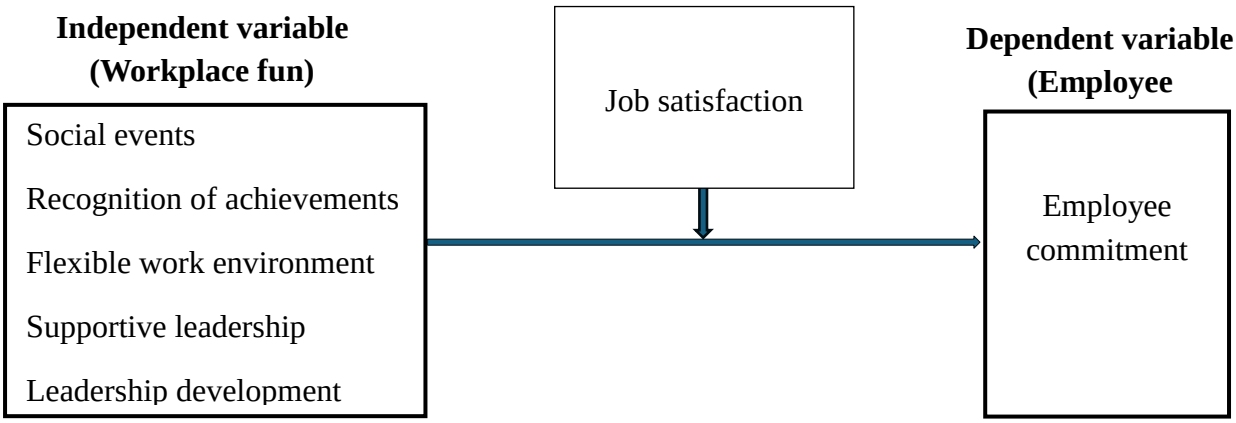


Fig 1: Conceptual framework of variables
Source: Researcher's conceptualization (2025)

Description:
The model depicts workplace fun as an independent variable comprising three dimensions (social events, recognition of achievements, and flexible work environment). Arrows extend from each dimension to job satisfaction**,** which in turn points to employee commitment**.** Additionally, direct arrows link the three workplace fun dimensions to employee commitment, representing both direct and indirect effects through job satisfaction.

Source: Researcher's Conceptualization (2025)

2.1.2 Workplace Fun

Workplace fun refers to the deliberate and strategic incorporation of enjoyable and light-hearted activities into the work environment to foster positivity and engagement (Tews, 2023). It involves more than occasional entertainment; rather, it is a sustained organizational culture that values humour, enjoyment, and wellbeing (Djastuti et al., 2020).Research demonstrates that fun at work enhances morale, creativity, and productivity while reducing stress and burnout (Halawi, 2024; Kim & Park, 2025). It can also strengthen social cohesion and encourage collaboration among employees (Lee & Chen, 2024). From a managerial perspective, workplace fun represents a cost-effective retention strategy that builds intrinsic motivation and commitment (Zhao & Lee, 2024).However, fun must be authentic and inclusive. If imposed or perceived as manipulative, it can result in cynicism or disengagement (Chen & Chen, 2025). Therefore, organizations must design fun initiatives that respect diversity and align with employee preferences (Ofori & Mensah, 2024).

2.1.3 Proxies of Workplace Fun

Workplace fun is expressed through several key proxies that translate the abstract concept into actionable practices. In this study, the focus is on social events**,** recognition of achievements**,** and a flexible work environment**.**

i. Social Events

Social events in the workplace include activities that foster interaction and bonding among employees, such as retreats, team lunches, and company celebrations (Akpan, 2022). These events promote social wellbeing**,** defined as the perceived quality of interpersonal relationships and trust within the organization (Björk et al., 2022).Through such interactions, employees develop a sense of belonging and shared purpose that strengthens affective commitment (Kundi et al., 2021). The importance of social events was underscored during and after the COVID-19 pandemic, which highlighted the need for community and support amid remote and hybrid work arrangements (Kniffin et al., 2021; Wyzwania et al., 2022).Therefore, social events are not mere recreation; they are strategic tools that enhance collaboration, satisfaction, and loyalty (Imonikhe & Lukic, 2022).

ii. Recognition of Achievements

Recognition of achievement involves acknowledging and appreciating employees' efforts, accomplishments, and contributions (Smith & Yuan, 2023). It acts as a psychological reward that satisfies fundamental needs for esteem and belonging (Brun & Dugas, 2020).In Nigerian organizations, where formal hierarchies can limit interpersonal connection, recognition provides a bridge between management and employees (Bello, 2024). Genuine recognition increases intrinsic motivation, enhances job satisfaction, and fosters loyalty (Adeyemi & Ogunleye, 2023).However, recognition must be perceived as fair and inclusive. Selective or biased recognition can breed resentment and lower morale (Chen & Chen, 2025). Thus, equitable and transparent recognition programs are crucial to fostering trust and reinforcing commitment (Oni, 2024).

iii. Flexible Work Environment

A flexible work environment provides employees with autonomy over their schedules and work conditions, helping them balance professional and personal responsibilities (Idowu, 2020). Flexibility enhances job satisfaction by reducing stress and demonstrating organizational trust (Kim & Park, 2025). Research shows that employees in flexible settings report greater wellbeing and commitment because flexibility promotes both affective (emotional attachment) and continuance commitment (perceived value of staying) (Lee & Ok, 2022). In Nigeria's banking sector known for high performance pressure flexibility can serve as a vital mechanism to retain skilled employees and sustain satisfaction (Okafor, 2024).

2.1.4 Employee Commitment

Employee commitment represents an individual's emotional attachment, identification with, and involvement in an organization (Meyer & Allen, 1991). It is categorized into three dimensions: affective commitment (emotional attachment), continuance commitment (cost of leaving), and normative commitment (sense of obligation).Employees who are committed

contribute positively to organizational goals, exhibit reduced turnover intentions, and display higher productivity (Okurame, 2019; Akgunduz et al., 2020). Workplace fun enhances commitment by creating a supportive and enjoyable work environment that satisfies employees' psychological needs.

2.1.5 Job Satisfaction

Job satisfaction is an employee's positive emotional evaluation of their job and work conditions (Bui et al., 2019). It arises when employees' expectations and values align with their work experiences (Albrecht et al., 2020).This study positions job satisfaction as a mediating variable linking workplace fun to employee commitment. Fun experiences generate positive emotions that enhance satisfaction, which subsequently translates into stronger organizational attachment (Tews et al., 2021). In banking contexts, where stress levels are high, satisfaction derived from enjoyable workplace interactions may be the key determinant of sustained commitment.

2.2 Theoretical Framework

This study is anchored on two complementary theories: Social Exchange Theory (SET) proposed by George Homans (1958)**,** and Affective Events Theory (AET) developed by Howard M. Weiss and Russell Cropanzano (1996)**.** Together, these theories explain the psychological and behavioural mechanisms through which workplace fun influences job satisfaction and, consequently, employee commitment. However, the study primarily rests on Social Exchange Theory (SET) as its foundational framework, with Affective Events Theory providing a supporting emotional-cognitive perspective.

2.2.1 Social Exchange Theory (SET) by Homans (1958)

Social Exchange Theory (SET), originally propounded by George Homans (1958)**,** provides one of the most influential explanations for interpersonal and organizational relationships. The theory draws from the works of John Thibaut, Peter Blau, and Harold Kelley**,** who investigated the dynamics of small group interactions and the psychology of social behaviour. SET posits that human relationships are based on an implicit cost–benefit analysis and the principle of reciprocity individuals engage in exchanges that they perceive as rewarding while avoiding those that seem costly. Homans (1961) defined social exchange as "the exchange of activity, tangible or intangible, and more or less rewarding or costly, between at least two persons." Within this framework, rewards represent any benefit or satisfaction derived from an interaction, while costs refer to sacrifices or losses incurred, such as time or effort. Individuals seek to maximize rewards and minimize costs, thereby achieving a balance that sustains long-term relationships. The theory also draws from operant conditioning principles (Skinner, 1953), suggesting that behaviours yielding positive outcomes are reinforced, while those producing negative outcomes are avoided. In social contexts, this reinforcement process creates enduring behavioural patterns cooperation, trust, and commitment built upon mutual benefits. SET extends beyond individual behaviour to explain organizational dynamics**.** In workplaces, resources exchanged may be socioemotional (e.g., recognition, respect, belonging) or tangible (e.g., pay, benefits). Over time, these exchanges foster a sense of obligation and mutual trust**,** forming the basis for sustained employee engagement and organizational loyalty (Blau, 1964).

2.2.2 Affective Events Theory (AET) by Weiss and Cropanzano (1996)

Affective Events Theory (AET)**,** proposed by Weiss and Cropanzano (1996)**,** offers an emotional and psychological perspective on workplace behaviour. The theory asserts that daily events at work whether positive (e.g., recognition, celebrations) or negative (e.g., conflict, criticism) trigger affective reactions that influence employees' attitudes and behaviours, including job satisfaction and organizational commitment**.**

According to AET, employees experience a continuous flow of workplace incidents that generate emotional responses. These affective experiences, in turn, shape cognitive appraisals and long-term job attitudes. Positive workplace events enhance mood and satisfaction, while negative experiences can lead to dissatisfaction and withdrawal behaviours. The theory distinguishes between two explanatory approaches:

1. Cognitive Judgment Approach: Focuses on how employees evaluate job characteristics (e.g., recognition, pay, supervision) to form satisfaction judgments.
2. Social Influences Approach: Highlights how social interactions, communication, and shared norms affect employees' emotional and attitudinal responses to work.

AET integrates both, proposing that emotions mediate the link between workplace events and job outcomes**.** For instance, recognition and enjoyable social interactions elicit positive emotions (e.g., pride, joy), which elevate job satisfaction and strengthen commitment.

2.3 Review of Empirical Studies

Several empirical studies across various contexts have explored the interrelationships among workplace fun, job satisfaction, and employee commitment, providing evidence that supports the present study's conceptual assumptions. Siddiqui et al. (2025**)** examined the influence of leadership development on employees' turnover intention in the financial sector, identifying organizational commitment as a mediating variable. Using a quantitative design and structural equation modelling (SmartPLS), data from 204 valid respondents revealed that leadership development significantly reduced turnover intention through the mediating effect of commitment. Managerial support for training had the strongest impact, underscoring the importance of organizational investment in employee growth. Suneera et al. (2025) investigated the effects of workplace fun forms on employee positive affect and workplace wellbeing in India's hospitality industry. Using a sample of 1,000 hotel employees and SEM analysis, they found that fun activities, managerial support, and coworker socialization significantly enhanced positive affect and wellbeing. Workplace friendship opportunities strengthened these relationships, demonstrating that fun-driven social interactions foster emotional engagement and satisfaction. Tews et al. (2025) explored the role of fun in hospitality internships in The Netherlands. Their findings revealed that coworker socializing positively influenced both internship value and industry commitment, while manager support for fun enhanced internship value but had a negative association with long-term industry commitment. The study emphasized the contextual nature of fun, suggesting that structured fun benefits short-term engagement but may have complex effects on future intentions. Halawi (2024) examined the impact of workplace fun on job satisfaction among employees from multiple sectors. Survey data showed that employees viewed friendly work environments and recognition as the most critical sources of workplace fun. The study confirmed a strong, positive correlation between workplace fun and job satisfaction, suggesting that fun serves as a key driver of morale and engagement. Hashemian et al. (2024)

conducted research in Iranian hospitals, assessing how workplace fun, cultural support, and managerial support influenced innovative behaviour through affective commitment**.** Using PLS-SEM analysis on data from 321 nurses, results indicated that workplace fun significantly predicted both affective commitment and innovative behaviour. The findings demonstrated that fun not only enhances emotional attachment but also promotes creativity and proactive engagement among healthcare professionals. Hemanthakumara (2024) studied psychological wellbeing, organizational commitment, and job satisfaction among 475 information technology professionals. The results showed a strong positive correlation between wellbeing and satisfaction, confirming that psychologically healthy employees exhibit higher commitment levels. The findings align with the current study's assumption that positive emotional experiences such as those derived from workplace fun promote satisfaction and commitment.

3. Methodology

3.1 Research Design

This study adopted a survey research design, which enables the collection of quantitative data from a defined population to examine relationships among variables of interest specifically workplace fun, job satisfaction, and employee commitment. The design allows respondents to express their perceptions and experiences objectively, ensuring that data gathered are representative, measurable, and relevant to the research objectives. The survey design was particularly appropriate because it supports the assessment of attitudes and opinions across a relatively large group within a short period, aligning with the study's explanatory intent.

3.2 Population of the Study

The target population for this study comprised all seventy-one (71) employees drawn from three deposit money banks located in Abak Metropolis, Akwa Ibom State, namely First Bank, Union Bank, and Access Bank. These banks were selected because of their comparable structures, standardized operations, and accessibility. Table 3.1 presents the distribution of employees across the sampled institutions.

Table 3.1. Population Distribution of Respondents

S/N	Name of Institution	Type	No. of Staff
1	First Bank	Bank	28
2	Union Bank	Bank	22
3	Access Bank	Bank	21
Total			**71**

4.1 Test of Hypotheses

Table 4.1: Coefficients[a] (Equation 3.1)

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	16.241	1.741		9.329	.000
	SE	.194	.080	.299	2.423	.019
	RA	.165	.066	.311	2.499	.016
	FW	.184	.083	.276	2.219	.031
	SL	.172	.057	.166	2.203	.022
	LD	.103	.062	.094	1.447	.100

a. Dependent Variable: EC

Hypothesis One (H_{01})

H_{01}: There is no significant relationship between social events and employee commitment in selected deposit money banks in Akwa Ibom State.

From Table 4.3, social events had a regression coefficient of $\beta = 0.194$ with a p-value = 0.019, which is less than 0.05. This indicates a statistically significant positive relationship.

Decision: Reject H_{01}.
Conclusion: Social events have a significant positive relationship with employee commitment.

Hypothesis Two (H_{02})

H_{02}: There is no significant relationship between recognition of achievements and employee commitment in selected deposit money banks in Akwa Ibom State.

From Table 4.3, recognition of achievements had a regression coefficient of $\beta = 0.165$ with a p-value = 0.016, which is below 0.05.

Decision: Reject H_{02}.
Conclusion: Recognition of achievements has a significant positive relationship with employee commitment.

Hypothesis Three (H_{03})

H_{03}: Job satisfaction does not significantly mediate the relationship between workplace fun and employee commitment in selected deposit money banks in Akwa Ibom State. The Sobel test results for mediation were as follows:

Workplace Fun Dimension	Sobel Test	p-value	Significance
Social events	2.195	0.028	Significant
Recognition of achievements	2.250	0.024	Significant
Flexible work environment	2.037	0.042	Significant
Supportive leadership	2.606	0.009	Significant
Leadership development	1.582	0.114	Not significant

4.4 Discussion of Findings

4.4.1 Social Events and Employee Commitment (Test of H_{01})

The regression analysis revealed a positive and statistically significant relationship between social events and employee commitment ($\beta = 0.194$, $p = 0.019$). Consequently, the null hypothesis (H_{01}) stating that social events have no significant relationship with employee commitment was rejected. This implies that increases in workplace social activities enhance employee commitment in the selected deposit money banks in Akwa Ibom State.

This finding underscores the importance of creating an engaging work environment where employees can interact beyond formal work boundaries. Social events help build interpersonal relationships, improve team cohesion, and strengthen emotional attachment to the organization. When employees participate in social gatherings, celebrations, or team-building activities, they are more likely to perceive the organization as supportive and caring, which in turn fosters affective and normative commitment.

The finding aligns with Weiss (2002), who emphasized that positive emotional experiences at work enhance affective commitment and organizational citizenship behaviour. Similarly, Poon (2004) established a significant relationship between workplace emotions and organizational commitment. Kurniadin (2023) also observed that reducing job stress through enjoyable workplace experiences increases employee commitment. These results collectively support the premise of *Affective Events Theory (AET)*, which posits that workplace experiences evoke emotional responses that influence job-related attitudes and behaviours.

Thus, social events act as a catalyst for strengthening employee commitment by providing opportunities for positive emotional engagement and reinforcing the social bonds that underpin organizational loyalty.

4.4.2 Recognition of Achievements and Employee Commitment (Test of H_{02})

The results also indicated a significant positive relationship between recognition of achievements and employee commitment ($\beta = 0.165$, $p = 0.016$), leading to the rejection of the null hypothesis (H_{02}). This implies that recognizing employees' accomplishments enhances their commitment to the organization.

Recognition satisfies employees' psychological need for appreciation and esteem, reinforcing their perception that their contributions are valued. When employees receive timely acknowledgment for their performance whether through verbal praise, promotions, awards, or incentives they develop stronger emotional attachment and loyalty toward their employer. Such recognition serves not only as motivation but also as validation of their personal and professional worth within the organization.

This finding corroborates the views of Halawi (2024), who found that rewards and recognition significantly influence employees' job satisfaction and commitment. Likewise, Ndungu (2020) reported that recognition positively affects employee performance, while Amoatemaa and Kyeremeh (2020) concluded that formal and informal recognition practices are strong predictors of employee motivation and commitment.

The result supports the *Social Exchange Theory (SET)* framework underlying this study, which asserts that when organizations demonstrate appreciation through recognition, employees reciprocate with higher commitment and positive work attitudes. Recognition of achievements thus emerges as a strategic driver of employee commitment in the banking sector.

4.4.3 Mediating Role of Job Satisfaction Between Workplace Fun and Employee Commitment (Test of H_{03})

The mediation analysis revealed that job satisfaction significantly mediates the relationship between workplace fun and employee commitment. Specifically, Sobel's test results for individual workplace fun dimensions indicated significant mediation for social events (p = 0.028), recognition of achievements (p = 0.024), flexible work environment (p = 0.042), and supportive leadership (p = 0.009), while leadership development (p = 0.114) was not significant. These results led to the rejection of the null hypothesis (H_{03}), implying that job satisfaction partially mediates the relationship between workplace fun and employee commitment.

The findings suggest that workplace fun influences employee commitment both directly and indirectly through job satisfaction. This means that fun activities, recognition, flexibility, and supportive leadership contribute to a positive work atmosphere, which enhances job satisfaction, subsequently leading to stronger commitment. However, since mediation is partial, workplace fun also affects commitment independently of job satisfaction possibly through emotional attachment and team cohesion.

This outcome aligns with Soenanta et al. (2020), who found that job satisfaction mediates the relationship between workplace experiences and retention, and with Djastuti et al. (2020), who emphasized that high job satisfaction amplifies the effect of workplace fun on organizational commitment. These findings also reinforce *Affective Events Theory (AET)*, which explains that positive emotional experiences at work elevate job satisfaction, leading to stronger commitment behaviours.

In essence, job satisfaction serves as an essential psychological mechanism linking workplace fun to employee commitment. When employees enjoy their work environment, feel recognized, and experience supportive leadership, their satisfaction increases — fostering deeper emotional attachment and loyalty to the organization.

4.4.4 Summary of Findings

Overall, the study established that both social events and recognition of achievements significantly enhance employee commitment, and that job satisfaction plays a crucial mediating role in translating fun-at-work experiences into commitment outcomes. These findings collectively highlight the importance of creating an engaging, appreciative, and satisfying work environment to sustain employee loyalty in the banking industry.

5.1 Conclusion

This study investigated the mediating role of job satisfaction in the relationship between workplace fun and employee commitment in selected deposit money banks in Akwa Ibom State. Workplace fun was operationalized through social events, recognition of achievements, and flexible working environment, with supportive leadership and leadership development included as additional dimensions. Employee commitment served as the dependent variable, while job satisfaction was examined as the mediating factor. The study was anchored on Social Exchange Theory (SET) and Affective Events Theory (AET).

The findings revealed that four of the five dimensions of workplace fun- social events, recognition of achievements, flexible work environment, and supportive leadership had a significant positive effect on employee commitment. Leadership development, however, did not show a significant relationship with employee commitment. Regarding mediation, job satisfaction was found to partially mediate the effect of social events and supportive leadership, fully mediate the effects of recognition of achievements and flexible work environment, and fail to mediate leadership development.

These results indicate that certain aspects of workplace fun directly enhance employee commitment, while others primarily influence commitment indirectly through increased job satisfaction. High levels of job satisfaction were found to foster loyalty, reduce turnover intentions, and increase dedication to organizational goals. Employees with strong commitment actively engage in organizational activities, align with the organization's mission, and display creative involvement in their work. Conversely, low commitment is associated with minimal engagement, prioritization of personal success over organizational success, and higher susceptibility to leaving the organization.

In essence, the study concludes that workplace fun and job satisfaction are critical drivers of employee commitment. Institutions that successfully integrate enjoyable work experiences with strategies to enhance job satisfaction are likely to cultivate a highly committed and productive workforce.

5.2 Recommendations

Based on the study findings, the following recommendations are proposed to enhance employee commitment through workplace fun and job satisfaction:

Social Events:

Deposit money banks should organize and encourage more social events, such as team outings, office celebrations, and networking gatherings, as these significantly boost employee commitment. To maximize impact, these events should be designed to enhance job satisfaction by aligning with employees' interests, fostering inclusion, and strengthening workplace relationships.

Recognition of Achievements:

Banks should implement structured recognition programs that not only acknowledge employee contributions but also improve job satisfaction. Strategies may include personalized rewards, career advancement opportunities, and public appreciation. Since job satisfaction fully mediates the relationship between recognition and commitment, recognition initiatives should be meaningful, consistent, and tailored to employees' expectations.

Flexible Work Environment:

Institutions should provide flexible work arrangements, such as remote work options, adjustable work hours, and supportive work policies. These initiatives should be designed to enhance employee satisfaction while preventing work overload or communication gaps. Flexibility that improves job satisfaction will, in turn, strengthen employee commitment.

Supportive Leadership:

Management should cultivate a leadership style that emphasizes mentorship, effective communication, and responsiveness to employee needs. Supportive leaders can boost employee morale, reduce workplace stress, and enhance commitment through guidance, encouragement, and recognition of employee contributions.

Leadership Development:

Given that leadership development did not show a significant effect on employee commitment, banks should review and refine their leadership training programs. Tailored programs that address employees' specific career aspirations, provide mentorship opportunities, and align with organizational objectives are likely to be more effective in enhancing commitment.

Job Satisfaction:

Since job satisfaction mediates the relationship between workplace fun and employee commitment, management should adopt a holistic approach that integrates fun at work with initiatives that improve job satisfaction. This includes fostering a supportive culture, ensuring fair compensation, enhancing work-life balance, and creating opportunities for employee growth and recognition.

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