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Fun at Work and Employee Voluntary Communication Behavior: Boundary Condition of Gender

Ishfaq Ahmed[1*] | Hamdy Abdullah[2] | Azan Mohammed Hamed Al Azzani[3]

1. Corresponding Author, College of Business, University of Buraimi, Al-Buraimi, Oman and Faculty of Business & Management, Universiti Sultan Zain al Abidin, Malaysia. Email: ishfakahmed@gmail.com; Ishfaq.a@uob.edu.om
2. Faculty of Business & Management, Universiti Sultan Zain al Abidin, Malaysia. Email: hamdy@unisza.edu.my
3. College of Business, University of Buraimi, Al-Buraimi, Oman. Email: azan.m@uob.edu.om

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ABSTRACT

The working environment influences employees and their work outcomes, but its effects may vary for individuals. There are many conditional factors that change the way the environment is translated by individuals, and gender is one of the most significant. Building on these lines, the research endeavor is aimed at investigating the relationship between fun at work and employee voluntary communication behavior (EVCB), with the moderating role of gender of employees. Data for the current study was collected at two points of time using questionnaires, with all 337 set of responses used for data analysis. The hierarchical regression results revealed that fun significantly influences EVCB, while the relationship is moderated by gender. The findings highlight that female workers display more response for fun than their male counterparts. Implications are drawn from the study findings and future directions are also provided at the final section.

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Introduction

Employees are one of the most valuable resources for an organization, because their performance leads to organizational effectiveness and efficiency (Ahmed et al., 2025). They are also valued because they are an important source of marketing, publicity (Kim & Lee, 2021), social capital (D. Kim, 2018), and public image (Andersson, 2019; Shi, 2022). Employees contributed towards organizations through their in-role (task performance) and extra-role behaviors (extra role performance) (Sidorenkov et al., 2023). Extra role behaviors are often valued more because they are one's discretionary acts and not part of one's formal job role (Islam, Khan et al., 2021). Such behaviors require employee willingness and can only be displayed when employees have strong bonds with their organization (Raza et al., 2024). One such extra-role behavior is employee voluntary communication behavior (EVCB), which is defined as employees' efforts to acquire (scouting) and share (megaphoning) organizational achievements, success, and performance with external stakeholders (Kim & Rhee, 2011). The dissemination of information through an employee increases the authenticity of the information which leads to formation of a positive organizational image and relationship with external stakeholders (Zhou & Xu, 2022). Despite the greater value of EVCB for organizations, the literature focusing on its determinants is scant, and the ways through which it could be increased need in-depth and further investigation (Ahmed, 2023).

The available literature highlights that employee communication is influenced by employee-organizational relationships (Kang & Sung, 2017; Lee, 2017; Lee et al., 2019), while the nature of relationship is largely influenced by the working environment (Schepers et al., 2020). Workplace fun is an important element of the working environment that influences the overall behavior of employees (Michel et al., 2019; Tews et al., 2020). But how it may lead to the formation of EVCB is an area that has not gained due attention from researchers. Against this backdrop, this study attempts to fill this gap by proposing and empirically testing the relationship between fun and EVCB. Though there is a dearth of literature on this issue, we can propose it using the related literature.

Fun refers to all the activities covering humorous, joyous, and frivolous acts that influence the feelings of joy and amusement (Islam et al., 2024). Fun is found to influence employees at psychological and emotional levels and creates positive perceptions about work and organization (Karl & Peluchette, 2006). Fun fosters positive job attitudes like satisfaction (Karl & Peluchette, 2006), increased job embeddedness (Tews et al., 2015) and knowledge sharing (Ahmed, 2024; Islam et al., 2024). It also reduces negative job attitudes, e.g., emotional exhaustion (Karl & Peluchette, 2006) and turnover intentions (Tews et al., 2014). As fun can foster positive and reduce negative behaviors, we propose that it may also influence the EVCB (a positive beyond work behavior). Furthermore, fun has been studied for its work-related outcomes, and the literature on beyond work outcomes is rarely focused (Lee et al., 2022), including the EVCB (Ahmed, 2023). Therefore, the current study offers a novel explanation by proposing and empirically testing the relationship of fun and EVCB and contributes to the existing body of knowledge (objective-1).

Existing literature also highlights that fun may not always lead to positive outcomes (Martin & Kuiper, 2016). For instance, Tews et al. (2019) found that fun may create an environment where gender-based differences are ignored and may result in sexual attraction and demands from male counterparts. Considering these possible negative outcomes, the fun has been invited for further investigation, especially the factors that may influence the way fun is translated by the employees (Islam et al., 2026; Tews et al., 2020). A profound look at the literature highlights that gender is one of the most important factors that influences the way fun is done by the employees. It has been observed that men and women take socialization, fun, and fun activities (fun dimensions) differently (Holmes & Marra, 2002; Karl & Peluchette, 2006). This could be attributed to the fact that men and women use fun differently (Fluegge-Woolf, 2014; Plester & Hutchison, 2016). Similarly, literature also highlights that the workplace behaviors of employees are also different due to their gender (Farell & Finkelstein, 2007). Therefore, often workplace behaviors are attributed to gender roles, for instance, extra role behaviors are termed as the feminine roles (Cameron & Nadler, 2013). However, literature has not considered the role of gender in the relationship between fun and EVCB. Against this backdrop, this study proposes the boundary condition of gender between fun and EVCB and aims to test the same (objective-2).

The same can be assumed using the related literature, which establishes that gender can make a difference in both the perceptions of fun and the adoption of EVCB. Therefore, it is expected that the relationship would also be influenced by gender. Up to the best researcher knowledge, the gender as a moderator between fun and EVCB has not gained researchers' attention. A similar call for study has been given by a recent study of Bear and Miron-Spektor (2024) who have invited the researchers to study humor (here fun), because the results are mixed based on gender. Thus, this study contributes to literature in the following ways. First, it proposes and empirically tests the relationship between fun and EVCB, a largely ignored area of research. Second, it considers the boundary condition of gender, an area that has been recently valued by the researchers (e.g., Bear & Miron-Spektor, 2024; Islam & Ahmed, 2024). Thirdly, this study uses the Affective Event Theory (AET) of Weiss and Cropanzano (1996), to propose the relationship. Past studies have rarely used this theory and proposed the fun as workplace events that can influence the emotions and behaviors of employees (EVCB). This research is expected to benefit academia, managers, and organizations. For researchers, academia, and managers, the study is going to show how the working environment can be used as a tool to foster public image (via EVCB). Organizations (through their management) can establish policies that foster a positive working environment. The rest of the article covers the hypotheses development, methodology, findings, discussion, implications, and future directions.

Theorization and Hypotheses Development

Fun at Work and Employee Voluntary Communication Behavior

Fun at the workplace is considered an organizational level intervention aimed at promoting amity, kindness, and enjoyment in work (Ahmed, 2023). Extent of literature highlights that fun is a facet of the working environment which leads to positive workplace outcomes. Past studies have found that it influences employees at emotional levels (Becker & Tews, 2016), increases employee commitment (Kim & Liu, 2017), attachment (Becker & Tews, 2016), satisfaction (Chan & Mak, 2016), embeddedness (Tews et al., 2015), and knowledge sharing (Ahmed, 2024; Ahmed et al., 2024; Islam et al., 2024). All these studies have largely focused on the work-related outcomes, overlooking the beyond work outcomes. Research highlights that the work domain may influence the non-work domain and vice versa (Ahmed & Riaz, 2024; Xu et al., 2020). However, there is a dearth of literature that has focused fun with the beyond work domain. Considering this gap, this study proposes and empirically investigates the relationship of fun at work and EVCB, a form of voluntary beyond work behavior where employees tend to seek and share positive information about the organization to external stakeholders. This is beneficial behavior for organizations as it can improve the social capital (D. Kim, 2018) and corporate image (Shi, 2022). EVCB ensures informal communication with external stakeholders and fosters positive relationships of organization with them (Zhou & Xu, 2022).

There is a dearth of empirical literature that focuses on fun and EVCB relationships, but the same can be proposed using the related literature and underpinning theory. The facets of workplace fun (socialization, fun activities, and management support for fun) are independently related to the work outcomes. For instance, Dasgupta et al. (2014) found that socialization opportunities allow employees to create and increase social interaction which creates a situation of comfort and commitment with organization. Socialization also creates feelings of enthusiasm, cohesiveness, satisfaction (Men & Robinson, 2018), self-determination (Pelletier & Aitken, 2014), and meaningfulness of work (Di Fabio, 2017). It also reduces negative feelings like stress (Sakr et al., 2019). Similarly, support for fun (another facet of fun) has been observed to influence employees at psychological levels (Corsun & Enz, 1999; Jaiswal & Dhar, 2016). Literature also shows that the workplace factors mentioned are the determinants of others beyond work behaviors. For example, it is observed that all such factors create positive relationships between employees and organizations which foster employee communication (Kim & Rhee, 2011; Y. Kim, 2018). Kang and Sung (2017) also observed that employees tend to talk positively about their organization when they have positive job attitudes. As fun and its facets lead to positive job attitudes and foster an emotional and psychological employee-organization relationship, it is expected that employees would engage in voluntary communication (EVCB).

The relationship mentioned can also be predicted using the Affective Event Theory (AET) of Weiss and Cropanzano (1996). This theory proposes that workplace events trigger positive or negative emotions that ultimately influence the employees' attitudinal and behavioral outcomes. Building on

these lines, fun at work (fun activities, support for fun, and socialization) can be considered as positive workplace events. These events then influence employees at emotional levels and make them display positive behavior (i.e., EVCB in here).

H1: Fun at work and EVCB are positively related.

Moderating Role of Gender

Though fun is expected to bring positive workplace outcomes, fun bears both positive and negative outcomes (Martin & Kuiper, 2016). Tews et al. (2019) highlighted that sometimes fun leads to negative outcomes (e.g., sexual attention) as it depends upon the way fund is translated. Gender is one of the most important factors that can influence how fun is perceived, translated and experienced at the workplace. Research highlights that men and women assign different meanings to the socialization, support for fun and fun activities. It has been observed that women prefer relational and social activities while men value the physical and competitive activities (Holmes & Marra, 2002; Karl & Peluchette, 2006). The purpose of fun activities also differs between men and women, as men use fun to reduce stress or to assert dominance, while women use fun to foster collaboration and build relationships (Plester & Hutchison, 2016). Fluegge-Woolf (2014) also observed that men prefer fun that is more competitive and achievement-oriented while women like fun that is more relational in nature and can foster engagement. The given literature helps to believe that fun may be translated differently by men and women, and therefore, the outcomes associated with fun would also be different.

The extent of literature shows that individual behaviors also differ due to gender. For instance, Kidder and Parks (2001) highlighted that male and female behaviors differ at the workplace, as the former are more inclined towards the in-role behavior while the latter focus on extra-role behaviors. Farell and Finkelstein (2007) also found that females focus on extra role behaviors while male is less inclined towards such behaviors. Therefore, extra-role behaviors are often termed as feminine workplace behaviors (Cameron & Nadler, 2013). As EVCB is also a form of extra-role, voluntary, and discretionary behavior (Ahmed, 2025), it is expected that it would differ for both men and women. Kaur et al. (2024) highlighted that gender makes a lot of difference at the workplace and even the perceptions of diversity are different due to gender differences which determines one's workplace outcomes. Mushtaq and de Visser (2024) further elaborated that this is due to the gender role beliefs, as gender roles are considered unique and differ at different locations. While considering humor and fun, gender makes a significant difference, and the understanding of humor differs between male and female (Bear & Miron-Spektor, 2024). Di Milia and Jiang (2024) also valued the role of gender between Leader-member exchange and work-nonwork balance and found that the females have stronger association for these variables than men. Though the available literature on the relationship between fun and EVCB is scant, the literature may help in assuming the relationship between fun and EVCB.

Similarly, Weiss and Cropanzano (1996) propose that workplace events influence the emotions of employees that further influence their behaviors. As fun could be translated differently, it is expected that it will influence the employees emotionally and their behaviors would also be different. Gender is one of the determinants that differentiates the translation of fun as well as the behavior of individuals. For instance, it is observed that women's emotions are intense in nature, while male try to suppress their emotions due to expected masculine roles in society (Brody & Hall, 2008; Fischer et al., 2004). Therefore, it is expected that women would have a stronger emotional reaction for workplace events (Eagly & Wood, 2013). As fun can be interpreted either positively or negatively, it is expected that emotions would follow the meanings associated with fun and the same would apply to extra-role behavior (e.g., EVCB). Therefore, it is proposed that gender will moderate the relationship between fun and EVCB, which is hypothesized below:

H2: The relationship between fun at work and EVCB is moderated by gender, such that the relationship would be stronger for female employees than male employees.

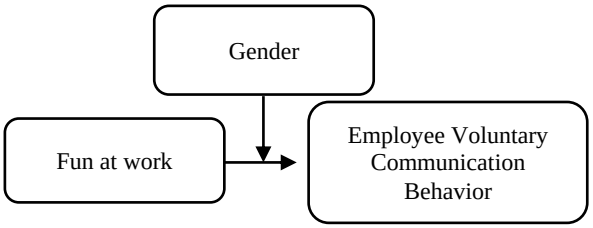


Fig. 1. Conceptual Model

Research Methodology

The data was collected from employees of service firms. The researcher approached the students of the MBA-executive program who were enrolled in evening programs. The program requires students to have a regular or part-time job. A total of 450 students showed their willingness to participate in the survey (using convenience sampling), and they were provided with a paper-pencil questionnaire. The sample size was considered adequate, as the rule-of-thumb approach requires 20 questionnaires for each item (22 items × 20 = 440 sample) (Costello & Osborne, 2005). The use of rule-of-thumb is common among management and social scientists (Islam, Khan et al., 2021). Convenience sampling is widely used in management and business research (Ahmed, 2025), due to its ability to save cost, time, and resources (Golzar et al., 2022). The use of non-probability sampling may reduce the generalizability of the results, but it has been observed that, due to issues of costs, time constraints, response biases, and response rate, its use has widely increased in social and management sciences literature (Ahmed, 2025; Zack et al., 2019). Researchers believe that the use of probability sampling offers generalizability benefits, but its use is impractical due to cost and resource requirements (Suanders et al., 2016). Therefore, non-probability sampling becomes a viable alternative. Though it is believed that non-probability sampling does not offer accurate results, Memon et al. (2017) highlighted that it is not the sampling technique that affects the results rather than how that technique has been used. Therefore, Memon et al. (2025) concluded that, if used with care, the convenience sampling can also offer accurate and transparent results. The comparative analysis of probability and non-probability samples has also highlighted the same effect size; therefore, it is a good replacement for probability sampling (Levay et al., 2016; Mullinix et al., 2015; Simmons & Bobo, 2015). Ahmed (2025) further highlighted that practices like multiple samples can offer a wider applicability of findings based on convenience sampling. As the current study was based on a sample of MBA-Executive program students, who were employed at various organizations (including services, trading, and manufacturing firms), the sample selection based on convivence sampling was considered suitable for the analysis.

According to Ahmed (2025), the limitation of generalizability can be addressed by taking multiple independent samples. Jager et al. (2017) also highlighted that heterogeneous samples can help in overcoming the limitations of generalizability. This study used the guidelines of Staines (2008) and Jager et al. (2017) and collected data from employees working in both public and private sector organizations (i.e., 39% and 61%, respectively). Furthermore, the respondents were distinctive based on gender (58% female), age (between 25-30 years), having a university degree (73%) and work experience between 1–10 years (5.25 years on average). The respondents belonged to different sectors (banking, insurance, education, health, and IT firms). The anonymity and confidentiality of the respondents were kept, and the names of the organizations were not inquired. The rapport between teacher and student enabled the researchers to collect bias-free data (i.e., data with low social desirability bias).

Data were collected at two points of time, with a one-month interval. Overall, a total of 410 questionnaires were received at time-1 (against variable fun at work). At time-2, 346 filled questionnaires were received from the same respondents. After removing the redundant responses, 337 useful responses were available for data analysis. The sample size was also determined using the G*Power statistics (effect size = 0.02, $\alpha = 0.05$, power = 0.95, tested predictors = 2) (Islam, Khan et al., 2021). The G*Power sample size was 375, which was less than the actual sample size of the study, and therefore, the selected sample was justified.

The variables of the study were operationalized using well-established and widely used scales. The variable of fun at work was measured by the 06-item scale proposed by Tews et al. (2014). It covered items like, "social events often occur at my workplace." Recent studies found it a reliable measure (Cronbach's alpha of 0.79, Islam et al., 2024). EVCB was measured by the 16-item scale of Kim and Rhee (2011) and Lee (2022). The scale covered two dimensions of megaphoning (sharing positive workplace achievements and gains to external stakeholders and public) and scouting (searching for information related to workplace achievements and gains actively). This study considered EVCB as a single construct. The example item is, "when I meet people who are angry about my company (or product/services), I am eager to defend the company." Ahmed (2023) found it to be a reliable measure (Cronbach's alpha of 0.82).

Control Variables

Considering the literature guidelines, age, qualification, and experience were controlled. These variables can influence the way one communicates about the organization (Ahmed, 2023).

Findings

Table 1 covers the findings related to the normality of data, reliability of measures, descriptive statistics, and correlation. The table reveals that data was normally distributed as both Skewness and Kurtosis values were within the threshold limits (i.e., $\pm$1 and $\pm$3, respectively). The measures are also reliable as the tabulated values are greater than the threshold of 0.70. The mean scores show the average values at a 05-point scale (1 = strongly disagree and 05 = strongly agree). The mean score of gender shows the distribution of sample (0 = male and 1 = female). Harman's single factor test was used to evaluate the presence of Common Method Bias (CMB). The results revealed that there was only 32.76% variance attributed to the single factor showing the absence of CMB (Podsakoff et al., 2012).

The table also shows the strength of relationship between the variables of the study. Fun at work is positively and significantly related to EVCB ($r = 0.32$, $p < 0.05$). Similarly, gender is also positively correlated with both fun and EVCB ($r = 0.11$, $p < 0.05$; $r = 0.19$, $p < 0.01$, respectively). These results highlight that the variables of interest are related and we may move with the hypotheses testing using regression analysis. The findings of regression are presented in Table 2.

Before hypothesis testing, an independent sample t-test was carried out to see the mean difference between male and female samples. As the data was normally distributed, the use of this test was justified. Table 2 shows the results of the mentioned test, where the t-test results show that there is a significant difference based on gender, i.e., $t (335) = .208$, $p = .003$. These results show that male and female have differences in their EVCB, conferring the belief that gender may make a difference in predicting employee behavior, which was tested through conditional effects of gender, as reported in Table 2.

Table 1. Normality, Reliability, Descriptive Statistics, and Correlation

	Correlation			**Descriptive Stats**	**Validity and Reliability**		
	FAW	**EVCB**	**Gender**	**Mean (SD)**	**Skewness**	**Kurtosis**	**Reliability**
FAW	--	0.32*	0.11*	3.98 (0.442)	-0.45	0.74	0.81
EVCB			0.19**	4.01 (0.526)	0.39	-0.42	0.92
Gender				0.40 (0.52)	-0.88	0.74	--

*p < .05, **p < .01; FAW = Fun at work; EVCB = Employee voluntary communication behavior

Table 2. Results of T-Test

Group	**Group Statistics**			**Levene's Test of Equality of Variance**		**T-Test of Equality of Means**		
	N	Mean	SD	f	Sig.	t	Df	Sig.
Male	142	3.6250	.8263	3.395	.067	.208	335	.003
Female	195	3.0425	.7234					

Hierarchical regression was used to test the hypotheses, and the results are shown in Table 3. The table reveals that the regression was run in three steps, where in step-1, all demographic variables and predictor (FAW) were tested. It is evident that, among demographic variables, only experience predicted EVCB ($\beta = .27$, $p < .05$). FAW also predicted EVCB positively ($\beta = .21$, $p < .01$); thus, H1 was supported. At step-2, moderator was included and demographics and FAW were controlled. The results reveal that gender significantly predicted EVCB ($\beta = .09$, $p < .05$). These findings reveal that gender is also an important element of EVCB. At step-3, demographics, FAW and gender were moderated, and the interaction term (FAW × Gender) was tested for its influence on EVCB. The results reveal that FAW and gender collectively have greater effects on the EVCB ($\beta = .22$, $p < .05$), showing that gender is an important element in predicting the EVCB. Based on the results, it was inferred that H2 was also supported. The results for moderation are also displayed through the moderation slope (Figure 2), where it is evident that, as FAW increases, the EVCB of males begins to decline, while that of their female counterparts increases. The graph shows that females translate fun in a better way and talk about the working environment more positively. The Beta values show the change in outcome variable attributed to the predictor. The tabulated values show that all the predictors (experience, FAW, and gender) positively predicted the outcome variable. The p-value indicates the significance value or probability of the results, which is high, as shown by the tabulated value.

Table 3. Results of Hypotheses Testing

Variables		EVCB		
		Step 1	**Step 2**	**Step 3**
Control Variables	Age	0.07	0.08*	0.07
	Qualification	0.09	0.11	0.12*
	Experience	0.10*	0.09*	0.08*
Predictor	FAW	0.21**	0.18**	0.14**
Moderator	Gender		0.09*	0.15*
Interaction	FAW × Gender			0.22*
	R^2	0.028	0.207	0.404
	ΔR^2	0.028	0.179	0.197
	F	6.087*	13.073**	22.638**

*p < .05, **p < .01, ***p < .001; FAW = Fun at work; EVCB = Employee voluntary communication behavior

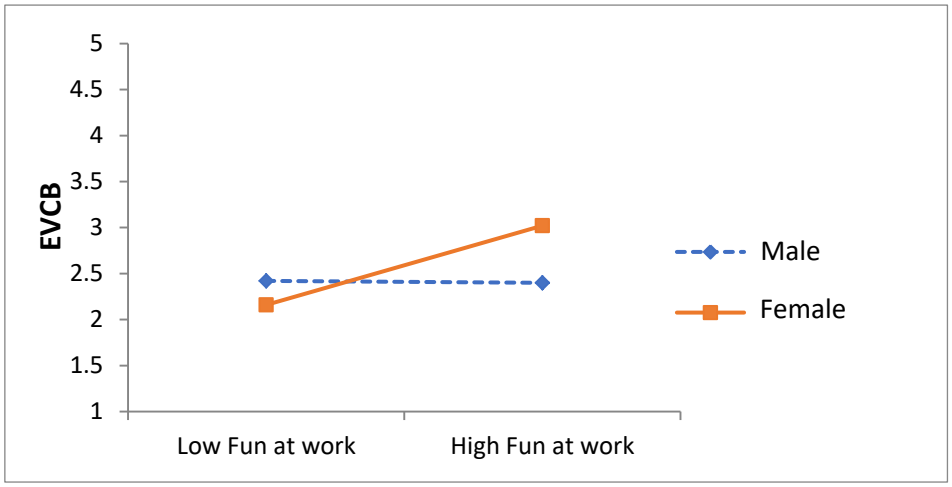


Fig. 2. Results for Moderation through Moderation Slope

Discussion

The research endeavor proposed and empirically investigated the relationship of fun at work and EVCB. It also investigated the role of gender as moderator between the relationships. The theoretical lens of AET (Weiss & Cropanzano, 1996) has been used for the purpose of study. This study adds value into literature by identifying and filling the gaps. For instance, the literature on the determinants of EVCB was scant (Ahmed, 2023), which is the first contribution of the study. The results support that the fun and EVCB are positively related, thereby supporting H1. These results are supportive to

the related literature, where it was observed that working environment is an important determinant of voluntary behaviors (e.g., Schepers et al., 2020). Thus, the current study extends the research a step further and highlights that working environments (e.g., fun) can improve voluntary behaviors like EVCB. This could be attributed to the fact that fun influences the employee-organization relationship (Kang & Sung, 2017; Lee, 2017; Lee et al., 2019). These results support the belief that fun influences employees' workplace behaviors (Tews et al., 2020). The findings also highlight that a positive working environment increases the voluntary communication of employees with external stakeholders, which is a form of beyond work voluntary communication behavior (Ahmed, 2023). Thus, fun and its beyond workplace outcomes have been proposed and tested, which has largely not gained due attention. The results also provide empirical evidence in support of AET, proposing that workplace events influence employee emotions and, ultimately, their behavioral choices. The use of AET has also not gained due attention from researchers; therefore, the current study provides empirical support for the same and extends the premise of the AET. The fun activities are considered the workplace events by employees, and, in response, they develop their emotional response towards the organization in the form of EVCB.

The study also proposed and empirically tested the moderating role of gender. The consideration of gender as a moderator is an important contribution of the current study. This consideration contributes to the literature and attempts to answer the calls of those who highlight that fun may have different meanings for everyone (Holmes & Marra, 2002; Karl & Peluchette, 2006; Martin & Kuiper, 2016). This is due to the purpose and use of fun by both gender groups (Fluegge-Woolf, 2014; Plester & Hutchison, 2016). The findings of our study support this belief empirically, as the relationship between fun and EVCB changes due to gender. These results also support the belief that the behaviors of individuals are also different due to gender (e.g., Cameron & Nadler, 2013; Farell & Finkelstein, 2007; Kidder & Parks, 2001). This study proposes and empirically tests a new form of behavior, i.e., EVCB. Therefore, the current study extends the research and literature by adding a new factor of working environment (i.e., fun) and the understudied EVCB.

The findings are interesting, intriguing, and contributing, as they highlight that females tend to consider fun positively and display more EVCB than male. These results are interesting and contributing to the field. The findings are also contradicting the claims of Tews et al. (2019), as they observed that fun may lead to undesired sexual attraction and may influence the workplace negatively. Contrarily, our results reveal that the females in the sample display positive feelings toward fun. These results also confer the findings of Eagly and Wood (2013) who believed that women display stronger emotional reactions and behaviors for workplace events (e.g., fun).

Conclusion

Theoretical Implications

The findings of the study are useful both theoretically and practically. Theoretically, the results suggest a relationship between fun with EVCB through the lens of AET. This relationship and theoretical lens have largely been under-investigated areas of research. Thus, the current study expands the theoretical lens of AET by highlighting that fun is considered as a positive workplace event which fosters positive workplace emotions and behaviors (e.g., EVCB). The results extend the reach of AET and offer new horizons to it. The consideration of fun (as a workplace event) and its role in nurturing EVCB (the outcome) have largely been unattended in research studies. The findings are also important, as they reveal that gender is an important factor to consider while considering workplace environment (e.g., fun) and voluntary outcomes beyond work (e.g., EVCB). By this investigation, the study also answers the research calls made by recent studies. For instance, Bear and Miron-Spekto (2024) recently highlighted that fun should be studied further, due to its mixed results across gender. The study is also built on the directions given by Islam et al., (2026), who invited further investigation of fun for outcomes beyond work. The current research endeavor also adds into the debate of Tews et al. (2019) who highlighted that, due to gender-perspective, fun may be interpreted differently (negatively) by female employees. This study also values the call of Ahmed et al. (2024) who have highlighted the need for studying the role of gender in predicting the outcomes of fun. The findings, therefore, answer the mentioned calls and helps in building a global belief that workplace events have distinctive effects on male and female employees.

The findings highlight that females are more inclined towards EVCB, indicating that extra-role behaviors could be attributed to the female than male counterparts. The results have meaningful implications for academic and research, as the proposed model is novel and contributes to literature. The study opens new horizons for empirical investigation, as female and male counterparts consider fun differently and, due to different emotional states, achieve different outcomes in the form of EVCB. These results also offer an alternative explanation of fun and its relationships, as Tews et al. (2019) highlighted that fun at work may lead to undesirable sexual attraction. However, our results reveal that fun is considered a positive workplace factor, and female's response in the form of EVCB is stronger than male counterpart, indicating that fun is not a negative factor. These results call for further investigation and raise questions like: when females consider fun a negative workplace factor? and what makes female and male employees interpret fun differently? Furthermore, the results add into the existing debate on the role of gender in predicting the behavior of employees at workplace (Ahmed & Riaz, 2024). These findings add value to the underdeveloped viewpoint that men and women perceive workplace events similarly. Rather, they support its antithesis by highlighting that gender makes a difference in the workplace and that human resource practices should adapt accordingly.

Practical/Managerial Implications

The study has some meaningful lessons for the managers as well. The foremost is the value and importance of fun in the workplace. The results reveal that, when the working environment has the characteristics of fun, employees tend to translate it into a positive working environmental factor. The results also reveal that fun is important, as it not only improve workplace outcomes (Ahmed, 2023; Islam et al., 2026) but also extra-role outcomes beyond work, i.e., EVCB. The findings reveal that fun increases EVCB which can influence the overall organizational image. EVCB also strengthens the relationship of external stakeholders with the organization. Therefore, fun should be valued by the management, and it should be considered a part of the workplace environment. Managers can foster an environment where fun is nourished and nurtured. Fun can be improved when a manager provides opportunities for fun, encourages, and supports employees to engage in fun acts, rewards them for such activities, and incorporates them into culture (Ahmed, 2023).

Management may indoctrinate fun in many ways. For instance, by designing an HRM system where fun is considered a part of one's formal roles. Management may hire employees who like fun, they may be trained to indulge in fun activities, and they may be evaluated for their fun attitudes and behaviors. The performance management system may also cover special incentives for fun and related activities. The study also reveals that gender is an important consideration for the workplace. Management/Supervisors should be trained and should learn the value of fun in the workplace. Autocratic and coercive approaches should be avoided, as acts like fun and amusement may offer better results both in the workplace and beyond. The managers should also be encouraged to develop a culture where fun is valued, rewarded, and cherished. By doing so, the employees would engage more and ultimately indulge in EVCB. The findings also support the concept of equal employment organizations (EEOs), as the study results support the belief that women make more attempts to benefit their organization. Therefore, management should hire both male and female employees, and stereotypes (e.g., glass-ceiling) should be avoided in the workplace. Based on the study findings, it is expected that female employees would also boost the organizational image, social capital (Andersson, 2019; D. Kim, 2018), and relationships with the external stakeholders (Shi, 2022). Management, therefore, needs to consider gender roles, as fun perception is gender-based.

Limitations and Future Directions

Though this study is based on rigorous theoretical and methodology approach, it is still prone to some limitations. The foremost is the use of cross-sectional design which undermines the testing of causality. Future researchers should test the model using longitudinal design, as this design would highlight the difference in both the short and long term. It will also show the behavioral responses of both male and female employees for fun, as repetitive fun has not gained researchers' attention in the past. Daily diary method research could also be an alternative method of inquiry, due to its ability to study the regular changes in behaviors and perceptions (Ahmed & Makhbol, 2024). The current study considers the role of fun in predicting extra-role behavior (EVCB), while overlooking in-role

behaviors. Future studies could consider both in tandem while looking at the predictive role of fun and boundary conditions of gender. Future studies could also consider other boundary conditions (e.g., age, job role, and personal goals) as these factors also change the way the workplace is perceived. For instance, young employees tend to be thriving, energetic, and emotional, while older employees, due to their maturity, may conserve their emotions and energy to use in a better way. This study also suggests studying the determinants of fun, as fun, being a factor of the workplace, may be a leadership focus and provide directions for the organization. Leadership styles, such as ebullient leadership (the leader who injects energy through lively acts), can be an important leadership style affecting fun. The current study covers work behaviors, but how fun may influence the family sphere is also an important area to consider (Ahmed & Riaz, 2024).

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Appendix

Alternative Model Testing

Variables		Megaphoning			Scouting		
		Step 1	**Step 2**	**Step 3**	**Step 1**	**Step 2**	**Step 3**
Control Variables	Age	0.04	0.04	0.03	0.03	0.04	0.02
	Qualification	0.01	0.03	0.04	0.03	0.03	0.05
	Experience	0.05	0.04	0.06	0.04	0.08*	0.07*
Predictor	FAW	0.16*	0.10**	0.08**	0.22**	0.19**	0.17*
Moderator	Gender		0.05*	0.08*		0.12**	0.07
Interaction	FAW × Gender			0.17*			0.19*
	R^2	0.123	0.325	0.426	0.117	0.256	0.308
	ΔR^2	0.123	0.202	0.101	0.117	0.139	0.052
	F	7.056*	14.067*	22.514*	5.025	7.058*	11.527*

*p < .05, **p < .01, ***p < .001; FAW = Fun at work; EVCB = Employee voluntary communication behavior