

THE MEDIATING EFFECT OF ORGANIZATIONAL AND CO-WORKERS SUPPORT ON EMPLOYEE RETENTION IN INTERNATIONAL NON-GOVERNMENTAL ORGANIZATIONS IN GAZA STRIP

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Abstract: *Because of the enormous beneficial influence that employee retention has on work-related outcomes, it has been the focus of much research for a long time and especially in the field of International Non-Governmental Organizations (INGOs). The importance of highlighting elements that may enhance the beneficial effect of Workplace Fun (WF) and Work-Life Balance (WLB) in increasing employee retention (ER). So this research examines the influence of worklife balance and workplace fun on employee retention, as well as the mediating effect of Perceived Organizational Support (POS) and Perceived Coworker Support (PCS) on employee retention. The obtained data were analyzed using a conceptual model. An online survey was used to collect the information. More than 358 surveys and analyses have been conducted utilizing the AMOS. In terms of employee retention, the study found a favorable correlation between workplace fun and work-life balance. The association between workplace fun, work-life balance, and employee retention was mediated by supervisor and coworker support. To assist firms to recognize the value of supervisor support in minimizing bad work outcomes for employees, these findings will be useful.*

Key words: *Organizational Support, Coworker Support, Workplace Fun, Work-Life Balance and Employee Retention.*

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1. Introduction

Work-life balance is examined as a means of promoting engagement in employee development programs. In light of the research, it was predicted that work-life balance and involvement in employee development activities would have a positive correlation and that this link would be somewhat mediated by organizational and coworker support. Work-life balance and work engagement were shown to be positively associated with the degree of interaction between leaders and employees, although this relationship would be more pronounced with greater levels of interchange according to Zeffane and Melhem (2017).

It's common for a workplace fun to have a laid-back, supportive atmosphere. In order to boost employee morale, these organizations often offer a range of official and unofficial events. When employees know that they are appreciated by their bosses, colleagues, and the organization, they feel more positive about their job.

Employee turnover is one of the most difficult issues facing managers today, especially in International Non-Governmental Organizations. Having a high employee turnover costs money and causes problems for International Non-Governmental Organizations (INGOs). Management faces a never-ending recruiting, selection, and training cycle that puts pressure on INGOs finances and efficiency. High employee turnover and the desire to fill positions quickly lead many managers to settle for recruiting "warm bodies," which results in poor employees' experience. It's no surprise that controlling International Non-Governmental Organizations staff turnover is a major source of stress for managers. Determining the best ways to keep entry-level staff is thus necessary according to Utami et al. (2021).

For the purpose of this research, it will focus on employees, who tend to work with lot of social interaction. The study's other goal is to prove that workplace fun and work-life balance contributes to employee turnover among INGOs workers. This study will look at the impact of workplace fun and work-life balance on employee retention taking perceived organizational support and coworker support as mediators. The research used a relational perspective on turnover to argue that having fun at work may enhance the social experience and make it easier to build good working connections that help people feel a part of the company. Accordingly, the research will also assess perceived organizational support and perceived coworker support as a mediator between workplace fun and work-life balance and their impact on employee retention in the workplace.

Common characteristics of an enjoyable workplace include a relaxed and encouraging vibe. Organizations like this often host both formal and informal activities for their staff in an effort to increase morale. When workers feel valued by their superiors, peers, and the company as a whole, they are more likely to put up their best effort.

The main aim behind this research is to focus on the most challenging problems confronting managers today in International Non-Governmental Organizations since having a high turnover rate forced managers to conduct a continuous cycle of hiring, screening, and training places a strain on the resources and productivity of non-governmental organizations (INGOs) and their management.

2. Impact of workplace fun on employee retention

For Millennials, this research focuses on the impact of workplace fun and other components of the working experience on people's job embeddedness, which has emerged as a crucial construct for promoting employee retention and lowering

turnover. Employees who are deeply entrenched in, integrated with, and bound to their workplaces have a high degree of embeddedness. Meta-analysis by Thanh and Toan (2018) found that embeddedness was associated with both turnover intentions and actual turnover, even after adjusting for emotional commitment, work satisfaction, and employment alternatives. The lack of organizational commitment among Millennials according to Dahkoul (2018) calls for a look at how embeddedness might be improved. Chouhan et al. (2016) asserts that there are three key ways to improve embeddedness: fit, linkages, and sacrifice. Fit refers to a person's ability to function well in their current position and work environment. The best fit is achieved when a person's strengths, career ambitions, and values are in relation with the demands of a position and the culture of the organization. A link is a relationship that someone has with another individual. The more official and informal relationships one has, the more entangled one gets. Finally, sacrifice is a reflection of the anticipated monetary and psychological rewards that turnover may result in. People get ingrained when quitting would result in considerable losses. The study's focus factors, such as fun, may make it easier for participants to fit in, form ties, and make sacrifices, which might have a significant impact on embeddedness among Millennials according to Dahkoul (2018).

Because social interaction is such an important aspect of workplace fun, it has the ability to strengthen ties with employees and create a sense of belonging. Employees may build stronger bonds with one another and with their superiors if they participate in entertaining activities, network with their colleagues, and get management backing for such activities. These channels allow individuals to meet and create relationships that go beyond the limits of their jobs. In the workplace, it's not only about getting things done; it's also about forming relationships with coworkers and colleagues. An important point to take away from this research is the likelihood that Millennials who work for International Non-Governmental Organizations prioritize having fun. Those that work in International Non-Governmental Organizations are more likely to be outgoing, thus they may put a bigger priority on having a good time, which is in line with previous studies demonstrating that extroverts place a higher value on good times (Danaeifar et al., 2017). Based on the above literature, the following hypothesis can be formulated:

H1. Workplace fun tends to impact employee retention

3. Impact of work-life balance on employee retention

Studies show that workers prefer work-life balance, having the opportunity to have a personal life outside of work, and the chance to grow quickly in their careers (Hair et al., 2017). Employers' views on work-life balance as a predictor of embeddedness and pleasure in the workplace are examined in the current research, which draws on these ideas. These features of working experience have been linked to better workplace attitudes and conduct in many studies. The results of this research will help to solidify their connections to embeddedness. More crucially, this study will look at how embeddedness affects enjoyment, a concept that has received far less attention (Li et al., 2021). In order for Millennials to achieve both professional and personal objectives, it is believed that work-life balance is critical (Karácsony et al., 2021).

It has been customary to explore concerns of work-life balance in relation to lessening job expectations in order for people to better respond to their family responsibilities (Mahmoud & Grigoriou, 2017). Millennials, on the other hand, may place a higher value on work-life balance since they want to pursue their personal

The mediating effect of organizational and co-workers support on employee retention in... and leisure interests in addition to their professional ones. Millennials place a high priority on finding a work-life balance while still wanting to have a good time outside of work. Work-life balance is said to encourage employee connection because it enables employees to strike a balance between work and leisure outside the office, something they would not be able to do elsewhere.

Employees who have a better work-life balance are more likely to remain entrenched, but those who quit their jobs will have to renounce and forsake such balance. Employees who are overcommitted at work will have fewer opportunities to engage fully in their personal life (Bite et al., 2020).

Besides looking at time-based conflict in general, this study will look at weekend work and the lack thereof in terms of work-life balance. Weekends are when most people engage in personal and leisure activities, therefore those who work longer hours than the average Sunday-through Thursday schedule have less time to socialize. Weekend work, according to Lin and Kellough (2019) qualitative study, adds to partner unhappiness and deteriorates family ties. Evening and weekend employment might have a negative impact on personal life activities such as socializing and relaxing. Based on the above literature, the following hypothesis can be formulated:

H2: Work-life balance tends to have a direct impact on employee retention

4. Perceived organizational support mediates the relationship between workplace fun and employee retention

The amount to which supervisors enable and encourage their workers to have fun at work is defined as management support for fun (Al Kurdi et al., 2020). A manager's support for pleasure is based on an idea similar to Kampkötter (2017) concept of personal liberties, but it focuses on the support offered by managers explicitly. When employees socialize, they are described as cordial, outgoing, and looking for one another's company. Work tasks that are personally pleasurable, meaningful, and in line with a person's own interests are referred to as pleasant work duties similar to Abela and Debono (2019). While these dimensions are not all-inclusive, we feel they cover the most common aspects of having a good time at work. Due to the fact that it is in line with Millennials' ideals, having fun may help with embeddedness. Fun may be more important to Millennials since they are younger and appreciate youth more than older people do. Millennials, who have grown up in a relatively carefree environment, may place a higher priority on having a good time than previous generations (Asikhia et al., 2020).

In the promotion of embeddedness, enjoyable activities, although vital, are said to be less significant than management support for fun, colleague socialization, and pleasant job duties. Because they are less frequent and do not affect workers' day-to-day lives, fun activities may be considered less significant. Workers' work environments are characterized by a variety of elements such as supervisors, colleagues, and job duties. These components of enjoyment have a stronger influence on the quality of one's work experiences since they are more frequent occurrences than enjoyable activities. Workplace socializing may be even more vital than having fun since it is less fabricated and formal, and it may be more genuinely fulfilling than engaging in entertaining activities.

Abela and Debono (2019) asserts the significance of unstructured, organic enjoyment above more structured, manufactured enjoyment. As previously mentioned, Asikhia et al. (2020) found that manager support for fun, coworker socializing, and fun job responsibilities were more important than fun activities when

looking at applicant attraction and employee turnover. This supports the argument made by Bakker and Demerouti (2017) as well. Based on the above literature, the following hypothesis can be formulated:

H3: Perceived organizational support mediates the relationship between workplace fun and employee retention

5. Co-workers' support mediates the relationship between workplace fun and employee retention

High-quality interpersonal ties "enmesh people into a relational web, making them less sensitive to factors that may remove them from their organization," as claimed by Hair et al. (2017). Positive interpersonal interactions act as a buffer when presented with unpleasant aspects of the workplace, helping to keep workers loyal to the company. According to Huynh and Nguyen (2019), when people build deeper, more meaningful connections, they become more attached to and integrated into the organization. The proof that colleague assistance reduces turnover has yet to be found, which is unexpected. There has been mixed empirical evidence for the relational concept that colleague assistance helps reduce turnover. A sample of health care personnel was used in Utami et al. (2021) recent study to assess the influence of four relationship factors on turnover. Over a five-year period, their findings showed a link between turnover and network centrality and interpersonal civic behavior. Coworker support's effect on employee retention has been the subject of conflicting studies in the past.

Millennials were up at a time of economic abundance, with parents who cared deeply about their children's well-being and who encouraged participation in extracurricular activities. However, millennials have been described as craving social interaction and a balance between work and pleasure, despite their willingness to put in the effort (Al Kurdi et al., 2020). More broad and better quality connections may be fostered by fun's non-task characteristics, resulting in more interpersonal linkages. One of the primary factors that embedded workers, according to Thanh and Toan (2018), is constituent attachment a worker's connection to other members of the company. When it comes to encouraging embeddedness among Millennials, building relationships with colleagues may be even more important, since younger people place a premium on developing connections in the workplace as they forge their adult identities.

Coworker support, we contend, may be important, but employee characteristics, the employment situation, the time period in which turnover is evaluated, and the dimensions of coworker support should all be taken into account. Support from coworkers may be more critical in certain situations than in others. Researchers on turnover suggest that context is important, although it has been largely ignored in past studies (Huynh & Nguyen, 2019). When it comes to coworker support, it is possible that some workers value it more than others.

Additionally, it's possible that in certain workplaces, colleague assistance is more critical than in others. Because of the features of job experience and the workers that predominate in the International Non-Governmental Organizations, we do not know whether or not coworker assistance has been explored with entry-level employees in that sector. Another option is to see how employee assistance initiatives affect turnover over a short time period. Coworker support and accompanying perceptions of support have a better chance of changing over a longer time period. Based on the above literature, the following hypothesis can be formulated:

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H4: Coworkers Support mediates the relationship between workplace fun and employee retention

6. Methodology Sample

The poll was conducted online throughout the months of September and October 2021 using Google forms. In Gaza Strip, the study sought to find people who worked in International Non-Governmental Organizations. The survey was done in Arabic, which is widely spoken in Gaza Strip since it is the main language spoken in the country and then translated into the English Language to code it using SPSS statistical tool and validate the research hypothesis. Furthermore, this study included 358 participants (i.e., N=358). The following sections go into the different techniques used to collect data on the study's findings. The sample being used is convenience sampling where the sample is selected from the population because it is conveniently available to the researcher

7. Instruments

Allows respondents to choose whether or not to answer the questionnaire and assures that their identities remain anonymous in order to uphold research ethics in order to protect confidentiality.

Questionnaires were used to determine if perceived organizational support, coworker support, workplace fun and work-life balance had an influence on employees' retention. The survey was broken down into eight sections. The first section was expanded after the approval form to include 5 demographic questions. This questionnaire asked about gender, age, marital status, and years of work experience, as well as job title and position.

In the second part, perceived organizational support was evaluated using the scale of Huynh and Nguyen (2019). Answers ranging from 1 (Never) to 5 (Always) their involvement activity were evaluated at a 5-point Likert scale.

In addition, the third part of the questionnaire related to perceived coworker support using the scale of Hair et al. (2017). Three questions with 5-point scale ranging from 1 (never) to 5 were addressed to participants (Always). Sample questions included: "I find my coworkers very helpful in performing my duties", and "When performing my duties, I rely heavily on my coworkers".

The fourth section of the questionnaire related to work-life balance using the scale of Danaeifar et al. (2017). Eleven questions with 6-point scale ranging from 0 (Never) to 6 (Always) were addressed to participants. Sample items included "When I get up in the morning, I feel like going to work." and "I feel happy when I am working intensely".

The fifth section was constructed based on Dahkoul (2018) Likert Scale in which the items varied from 1 (Never) to 5 (Always). The sample items included: "How often have you considered leaving your job?" and "To what extent is your current job satisfying your personal needs?"

The sixth section measured the questions of workplace fun based on the scale of Chouhan et al. (2016). The items were evaluated using a Likert scale of 6 ranging from 0 (Never) to 6(Always). Example items are "At my work, I feel bursting with energy" and "I find the work that I do full of meaning and purpose."

8. Reliability and validity analysis

Cronbach's alpha was used to gauge the resiliency of the sample variables and was also taken into account for validity. To see how correct the constructs are, this tool is often used in conjunction with Likert scales.

9. Descriptive statistics

It can be noted that 202 respondents are females and 156 respondents are males as shown in Table 1.

Table 1. Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	202	56.4	56.4	56.4
	Male	156	43.6	43.6	100.0
	Total	358	100.0	100.0	

It can be noted that 2 respondents are divorced, 5 respondents are widowed, 10 respondents are separated, 135 respondents are married and 206 respondents are single as shown in Table 2.

Table 2. Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Divorced	2	.6	.6	.6
	Widow	5	3.9	3.9	4.5
	Separated	10	5	20	24.5
	Married	135	38	38	62.5
	Single	206	53	53	100.0
	Total	358	100.0	100.0	

It can be noted that 166 respondents have less than 5 years of experience and 132 respondents have between 5 and 10 years of experience and 52 respondents have between 11- and 15-years' experience, and 6 respondents have between 16 and 20 years of experience and 2 respondents have more than 20 years of experience as shown in Table 3.

Table 3. Years of Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 5 years	166	46.4	46.4	99.4
	5-10 years	132	36.9	36.9	53.1
	11-15 years	52	14.5	14.5	14.5
	16-20 years	6	1.7	1.7	16.2
	More than 20 years	2	.6	.6	100.0
	Total	358	100.0	100.0	

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10. Regression One: Relationship between work-life balance, workplace fun and employee retention

The regression analysis aims to test the relationship between the dependent and independent variables based on a margin error of 5%. If the significance level showed a margin error lower than 5% then H0 will be rejected and H1 will be accepted.

In the Table 4, workplace fun showed a Beta = 0.211, and T = 4.405 which is the result of dividing the B over the standard error, and showed F-Significant of 0.00 which is lower than 0.05. As for the variable work life balance it showed a Beta = 0.524, T = 10.951 and F Significant = 0.00 which is also lower than 0.05. This can lead us to validate the following hypothesis:

H1: There is a direct relationship between workplace fun and employee retention

H2: There is a direct relationship between work life balance and employee retention

It can be noted that this model scored R = 66.5% which means that the addressed variables represent 66.5% of the variables which affect the dependent variables and the remaining 33.5% are the variables which are not mentioned in the model. As for the R2 it scored 44.2% which means that workplace fun and work-life balance tends to impact employee retention by 44.2% which is considered a moderate strength since the R2 falls between 25% and 50% From the above regression it can be noted that:

For every 1% increase in workplace fun, the employee retention tends to increase by 21.1%

For every 1% increase in work-life balance, the employee retention tends to increase by 52.4%.

Table 4. Relationship between workplace fun, work-life balance and employee retention

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.665 ^a	.442	.439	1.231

a. Predictors: (Constant), work life balance, workplace fun and employee retention'

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.793	.197		4.018	.000
	Workplace fun	.243	.055	.211	4.405	.000
	Work-life balance	.575	.052	.524	10.951	.000

a. Dependent Variable: employee retention

11. Regression Two: Perceived organizational support mediates the relationship between workplace fun, work-life balance and employee retention

The regression had been conducted to study the mediation of perceived organizational support on the relationship between work-place fun, work life balance

and employee retention. Referring to the above model, it can be noted that workplace fun scored a $B = 0.151$, and $T = 3.128$ and $F(\text{sig}) = 0.002$, and the work-life balance scored $B = 0.403$, $T = 7.553$ and $F(\text{Sig}) = 0.00$, and at last the POS variable scored $B = 0.242$, $T = 4.643$ and $F(\text{Sig}) = 0.00$ as shown in Table 5.

It can also be noted that the model scored R of 68.9% which is higher than the R scored in regression 1 (66.5%), and the R2 in model 2 is 47.4% which is also higher than the R2 in model 1. This can lead us to validate the following hypothesis:

H3: Perceived organizational support mediates the relationship between workplace fun, work life balance and employee retention.

Since the R2 had increased from 44.2% in model 1 to 47.4% in model 2, this means that POS tends to mediate the relationship between the independent variable by 3.2%.

Table 5. Mediation effect of perceived organizational support on the relationship between work-place fun, work-life balance and employee retention

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.689 ^a	.474	.470	1.197	

a. Predictors: (Constant), workplace fun, work-life balance, perceived organizational support and employee retention

Model	Unstandardized Coefficients	Standardized Coefficients	T	Sig.	
					B
(Constant)	.628	.195	3.213	.001	
1 Work-place fun	.174	.056	.151	3.128	.002
Work-life balance	.442	.059	.403	7.553	.000
Perceived organizational support	.254	.055	.242	4.643	.000

a. Dependent Variable: employee retention

12. Regression Three: Perceived co-worker support mediates the relationship between workplace fun, work-life balance and employee retention

As for model 3 it scored R of 67.9% which is higher than model 1 (66.5%) and lower than model 2 (68.9%) and R2 of (46.1%) which is higher than model 1(44.2%) and lower than model 2 (47.4%) as shown in Table 6. This can lead us to validate the following hypothesis:

H4: Perceived coworker support mediates the relationship between workplace fun, work life balance and employee retention.

Perceived coworker support mediates the relationship between workplace fun, work-life balance and employee retention by 1.9% which means that perceived organizational support tends to have a higher mediation effect on the relationship of workplace fun, work-life balance and employee retention.

Table 6. Mediation effect of perceived coworker support on the relationship between workplace fun, work life balance and employee retention

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.679 ^a	.461	.457	1.212	

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
	B	Std. Error	Beta			
	(Constant)	.659	.198			
1	Workplace fun	.166	.059	.144	2.830	.005
	Work-life balance	.443	.064	.404	6.922	.000
	Perceived Co-worker Support	.228	.065	.216	3.499	.001

a. Dependent Variable: employee retention

The regression 3 shows that workplace fun scored B = 0.144, T = 2.830 and F(Sig) = 0.005, as for work life balance scored B = 0.404, T = 6.922 and F(Sig) = 0.000, and perceived coworker support scored B = 0.216, T = 3.499 and F(Sig) = 0.001.

13. Structure Equation Model Analysis

The structure equation model in Figure 1 outlined the following variables and hypothesis will be listed:

Dependent variable: employee retention

Independent variables: Workplace fun and work-life balance

Mediators: Perceived organizational support and perceived coworker support **As for the Hypothesis:**

H1: There is a direct relationship between workplace fun and employee retention

H2: There is a direct relationship between work-life balance and employee retention

H3: Perceived organizational support mediates the relationship between work-life balance, workplace fun and employee retention

H4: Perceived coworker support mediates the relationship between work-life balance, workplace fun and employee retention

It can be noted that workplace fun is measured by three variables (WF_1, WF_2 and WF_3) as for the work-life balance is measured by three variables (WLB_1, WLB_2 and WLB_3). As for the mediators which are perceived organizational support and coworker support they are measured by (POS_1, POS_2 and POS_3) and (PCS_1, PCS_2 and PCS_3) consecutively. At the end, the dependent variable employee retention is measured by ER_1, ER_2 and ER_3.

As shown in the model, workplace fun tends to impact POS by 0.66 and impact PCS by 0.33, and in turn POS affect employee retention by 0.49. However, workplace fun as for the work life balance tends to impact POS by 0.57 and PCS by 0.77 and in turn PCS impact employee retention by 0.46.

Thus, as it can be noted, both perceived organizational support, and perceived coworker support mediates the relationship between workplace fun, work-life balance and employee retention, but Perceived organizational support tends to have higher effect on the mediating relationship among the variables.

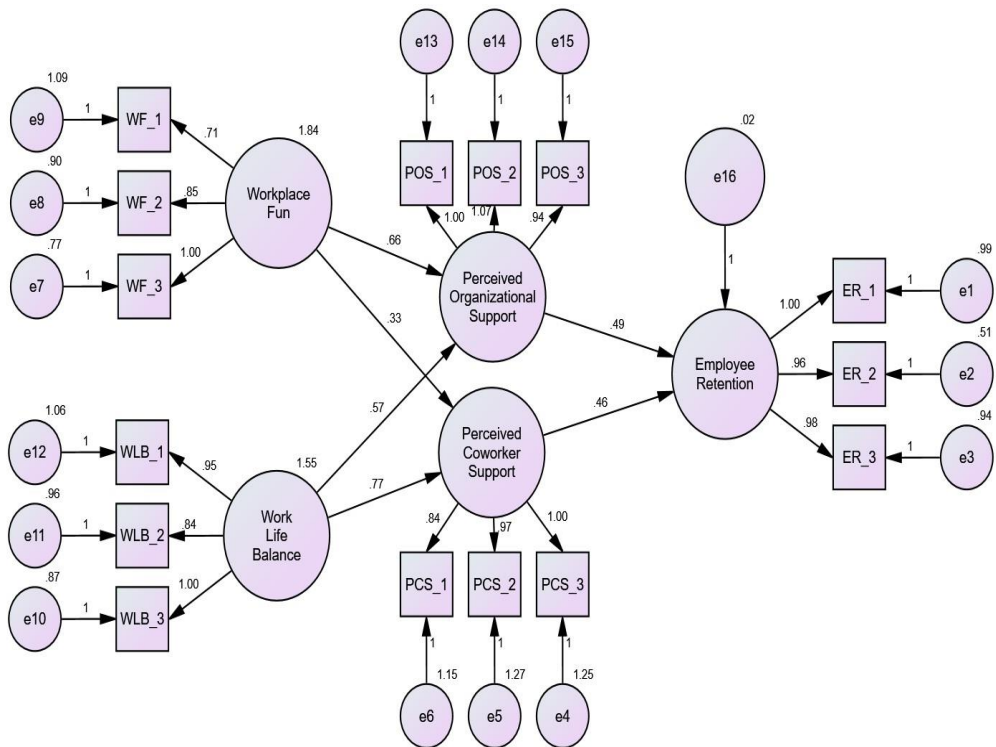


Figure 1. Structure Equation Model

14. Findings

14.1 Perceived organizational support mediates the relationship between workplace fun, work-life balance and employee retention

The support of the organization is critical in assisting workers in both their professional and personal lives. It aids in the reduction of conflict among workers and the achievement of the greatest possible balance between work and family responsibilities, aiding in the enrichment of family life via work. Perceived organizational support is regarded as a good trait that ensures workers that the company would help them in tough tasks when they need it the most. As far as workers are concerned, perceived organizational support is a measure of how much they believe that their employers value their contributions as well as how much they care about the people inside those organizations. The findings of this study are aligned with the findings of Mahmoud and Grigoriou (2017) who stated that perceived organizational support mediates the relationship between workplace fun, work life balance and employee retention. It demonstrates how much companies value their workers and put their well-being first. Employee well-being refers to the mental, bodily, and emotional health of workers, and it is taken to mean that employees have a favorable opinion of their work experience as it relates to well-being. According to the findings, employees have a proclivity to express thoughts about how much their company values their contributions and cares about their well-being. According to the research, perceived organizational support is critical to both

The mediating effect of organizational and co-workers support on employee retention in... corporate and individual well-being. Organizations may improve perceived organizational support and, as a result, their employees' physical health in a variety of ways. The employment of fairways by employers in interacting with employees, for example, has been demonstrated to be a precursor of perceived organizational support.

According to the findings, organizations should provide assistance to employees who plan to take advantage of paid sick time without fear of being dismissed. If people lose their employment because of legal measures, they won't be able to enjoy the full assistance of their employers during these downtimes. Individuals' rights may be safeguarded by organizations via the use of policies. Perceived organizational support is also linked to employee job engagement on a weekly basis, which in turn enhances workers' weekly well-being, according to the data.

14.2 Perceived coworker support mediates the relationship between workplace fun, work life balance and employee retention

In various respects, the findings of this study added to the body of knowledge on workplace fun. Using the research findings proved that coworker support mediates the relationship between workplace fun, work-life balance and employee retention. To show other ways International Non-Governmental Organizations may assist embed their members, we included the fun into these relational approaches. It studied the role of perceived coworker support in the link between fun and retention. Our belief is that fun has a significant effect on employee retention via the formation of high-quality connections, and constituent attachment may be a crucial process variable through which fun impacts workers' choices to stay or leave the International Non-Governmental Organizations in Gaza Strip.

There is a strong correlation between enjoyable activities, management support for fun, and colleague networking, but these concepts are separate. Employees should be able to have a good time at work while also strengthening the bonds that bind them to the company. However, the amount of formality of these aspects might be compared. The most formal and "produced" fun events are those that the organization plans and sponsors. Since socializing is more informal and voluntary, colleague socialization tends to be more spontaneous. Somewhere in the center is manager support for having a good time.

Coworkers' support for pleasure might be seen as formal since they oversee their subordinates. Coworkers' support for fun, on the other hand, is a way of allowing workers the flexibility to have fun that may encourage informal and unplanned enjoyment. Whether or whether these aspects of enjoyment occur at the same time is up to you. Coworkers may socialize while participating in a pleasant activity supervised by management, but they may also socialize on their own. Managers might also be passionate about entertaining events, yet other times they would not show any support. Manager support for fun and colleague interaction may be connected, but both aspects of fun are not a one-size-fits-all proposition. Since these dimensions are separate structures, there is a benefit to be gained by concentrating on them. The findings of this study are aligned with the findings of Huynh and Nguyen (2019) who stated that perceived coworker support mediates the relationship between workplace fun, work life balance and employee retention.

15. Comparison between research findings and previous literature

The summary of the hypotheses and the result shown in Table 7.

Table 7. Summary

Hypothesis	P-Value	R	Validation	Complies with Author
H1: There is a direct relationship between workplace fun and employee retention	0.00	0.665	Accepted	Thanh and Toan (2018)
H2: There is a direct relationship between work-life balance and employee retention	0.00	0.665	Accepted	Utami et al (2021)
H3: Perceived organizational support mediates the relationship between work-life balance, workplace fun and employee retention	0.00	0.689	Accepted with strong mediation	Mahmoud and Grigoriou (2017)
H4: Perceived coworker support mediates the relationship between work-life balance, workplace fun and employee retention	0.001	0.679	Accepted with moderate mediation	Huynh and Nguyen (2019)

16. Conclusions, implications and limitations

This research aimed to discover the experience of workplace fun, and work-life balance in International Non-Governmental Organizations in Gaza Strip by addressing employees. The present study focused on quantitative methods shows that perceived organizational support and coworker support tends to mediate the relationship between workplace fun, work-life balance and employee retention in the International Non-Governmental Organizations in Gaza Strip. Until now, this has been the only research of its sort in a developing nation that concentrates on workplace fun, and it is also the first study to target the International Non-Governmental Organizations in a major developing country. Models for measuring workplace fun, work-life balance, perceived organizational support, coworkers' support and employee retention were developed by the author, who included workplace reality, management practices, workplace behavior, and meaning-related hurdles into his work. Keeping an eye on these four areas offers a solid basis for firms to build and maintain a fun and witty workplace culture.

16.1. Theoretical contribution

Gaza Strip's first theoretical contribution is broadening the conversation about workplace fun and employee retention. Today's workers are demanding and have high expectations of their employer, and the author not only emphasizes the importance of creating, developing, and maintaining managed and task-driven fun in International Non-Governmental Organizations Gaza Strip. In addition, the findings

The mediating effect of organizational and co-workers support on employee retention in... discussed how working conditions have changed in International Non-Governmental Organizations. There is a chance that this will motivate the targeted organizations to reexamine their internal behavior and include workplace fun as a part of their HR strategy and policies that will follow.

Budhwar et al. (2009) emancipation theory was extended by demonstrating that structural obstacles may be removed if workplace fun is properly implemented and maintained as the second theoretical contribution. Once this happens, social bonds will start to form between the workers themselves and their bosses. Workers (in this example, International Non-Governmental Organization employees) are regularly invited to chat, express and communicate via the use of social events, after-work parties, barbecue meetings and birthday celebrations. It is important to note that according to Budhwar et al. (2009) theory of emancipation, human empowerment and the elimination of structural obstacles may be achieved through ensuring organizational inclusiveness and reducing negative prejudice among workers. A further perspective on this hypothesis is provided by workplace entertainment activities.

16.2. Practical implications

Increasing job problems in International Non-Governmental Organizations in Gaza Strip led to stress and burnout for personnel. Humor among workers and leaders has been shown to be associated with better health outcomes for employees, such as reduced stress and job happiness, as well as leader effectiveness, such as approbation from subordinates. As a result, the author advises the company leaders in this research to create a unit dedicated to making the workplace more entertaining and to include it in the HR department.

One way to do this is to choose or pick one or two HR staff members who will be in charge of managing fun in the workplace, similar to those who are in charge of recruitment or managing organizational learning, and all of them are HR department workers. The author suggests that companies secure intensive coaching, seminars and training sessions on organizational inclusion to avoid or reduce the possibility of pranks or jokes being used to harm or hurt the feelings of minority affiliated members like women and Christians in order to alleviate any negative consequences when adopting workplace fun.

Results from this study reveal that having a strong degree of organizational support is linked to having a greater work-life balance. As a result, the company should provide services to employees to help them achieve a better work-life balance. Organizations must create a positive working atmosphere in order to prevent negative attitudes among their staff. As a result, human resource and organizational management professionals should implement policies to help workers. They may, for example, adopt rules aimed at helping workers deal with issues at work. This may assist them in lessening workplace friction, which will have a positive impact on their personal life as well.

Managers may improve work-life balance by implementing policies that include a variety of flexible work alternatives. These arrangements may make it easier for workers to balance home and work life. In order to improve work-life balance, organizations should implement family-friendly policies. Coworker support programs may be developed by companies to improve employee well-being. Assistance programs for workers are seen as one of the most important tools for enhancing employee well-being. Another factor is that workers who feel well supported by their company may anticipate that the corporation will provide them

with resources to aid in resolving the problem. With these approaches, employee well-being will improve.

The research aimed at investigating the relationship between perceived organizational support and perceived coworker support by modeling both work-life balance as well as workplace fun concurrently. Workplace fun and perceived organizational support are linked together based on the "social support theory." The research assumed that when employees have fun in the workplace the higher their productivity will be. This, in turn, increases employee retention and minimizes the employee turnover rate. Perceived organizational support had a greater impact on employee retention than coworker support according to the research findings.

In addition to reducing employee turnover between their job and home responsibilities, organizational support also encourages workers to have a healthy work-life balance. Work-life balance and workplace fun are both linked to higher employee retention, according to the findings of this research. It is important for human resources managers and practitioners to understand how workers feel about work and family to treat them fairly while still satisfying their company's demanding criteria. The introduction of rules aimed at improving employee retention is thus critical. To summarize, organizational support may play a critical role in improving employee retention by helping to enhance work-life balance and reducing conflict between work and family obligations.

Finally, the author believes that the most appropriate and relevant choice for organizations were controlled workplace fun, arranged and launched by managers and executives since the employees suffer from the lack of engagement, long working hours, and inadequate monetary incentives as a result, management involvement would be preferable to employee initiative in this situation.

16.3. Limitations

The study's biggest shortcoming was that it focused just on International Non-Governmental Organizations in Gaza Strip, leaving out other organizations. Organizational culture, working conditions, growth possibilities, and economic incentives vary widely from place to place in Gaza Strip and the Middle East as a whole. This constraint makes it difficult for the author to extrapolate the findings of the study. The current paper's conclusions may be difficult to generalize if it simply considers workers without taking into account their supervisors.

16.4. Future research

For a deeper knowledge of workplace fun, the author of this report invites other organizational and human resources management experts to do similar studies in underdeveloped countries. Other institutions in developing countries, such as colleges, small and medium-sized organizations, and non-profits, might benefit from asking the same research questions. Lastly, the author recommends that researchers in human resources management collaborate with colleagues from the fields of interdisciplinary studies on how to initiate workplace fun in different public and private organizations, such as applied psychology, humanities, public policy, organizational psychology, and sociology.

Organizational culture, reward, promotion choices, workplace and corporate justice all play a vital role in motivating employees to better retain staff. When money is used as an external incentive, intrinsic motivation frequently decreases, but intrinsic motivation improves when verbal praises and constructive feedback are used. Employee retention has been proven to be enhanced by factors such as job

The mediating effect of organizational and co-workers support on employee retention in... significance, safety, positive feedback, a diverse work environment, and a high degree of freedom and power.

Workers' quality of life may increase if they have a reasonable amount of fun, but excessive enjoyment might be detrimental. Since one of the primary motivations for seeking employment in the International Non-Governmental Organizations is to have a good time, having fun may be key to reducing employee turnover.

Seeing this offers employees faith that their increased performance will be recognized and that their well-being will be maintained. It's less probable that motivated employees would quit a firm thanks to the POS system. When the POS is high, absenteeism is minimized and employee retention is enhanced. Dispelling bad feelings and enhancing productivity and long-term connections are some of the benefits of using perceived organizational support.

According to the study, it is possible to develop friendships in the workplace by encouraging employees to participate in fun activities and providing support for fun managers. Fun activities and the support of managers for fun have a significant impact on turnover because of these reasons.

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