



## From Fun to Function: Examining the Sequential Roles of Creative Self-Efficacy and Intrapreneurial Intention in Translating Workplace Fun into Employee Intrapreneurial Behavior

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### Abstract

As a source of innovation and sustainable development, organizations will be interested in encouraging intrapreneurial behaviour among the employees in a highly dynamic and competitive business environment. The paper uses the social cognitive theory and intention-based models of entrepreneurship to determine the role the fun at work plays in shaping intrapreneurial behaviour of employees by the sequencing mediating effect of the creative self-efficacy and intrapreneurial intention of employees. The structured method of survey was used to collect data on 600 fulltime employees in the manufacturing organizations in Pakistan. The proposed hypotheses were tested with the help of the structural equation modeling and bootstrapping. The findings demonstrate that fun at workplaces directly influences intrapreneurial behaviour of employees. To this the relationship is also mediated by creative self-efficacy and intrapreneurial intention whose mediation effects are also large indicating that there is a process by which fun at the workplace and intrapreneurial behaviour are connected with each other which is also cognitive and motivational in nature. The research paper can be added to the literature on the field of the intrapreneurship as it demonstrates that fun at work is an effective organizational tool and it can improve the creative courage and entrepreneurial spirit of the employees.

**Keywords:** Workplace Fun; Creative Self-Efficacy; Intrapreneurial Intention; Employee Intrapreneurial Behaviour; Structural Equation Modeling

## Introduction

The world is also becoming more disruptive (technology-wise) and more competitive, product life cycles are getting shorter in this respect the organizations are increasingly looking to their employees to do what is required but also become entrepreneurial on their behalf. The role of human resource is now considered as very significant and source of innovation and rejuvenation and competitive advantage in the long term by companies compared to using formal research and development department or initiatives at the top tiers. It has resulted in intrapreneurial behaviour of the employees, which can be described as the employees taking the initiative to create, champion and implement new ideas within the already existing organizations, gaining a center stage in the modern organizational behaviour and entrepreneurship studies (Rigtering & Weitzel, 2013; Urban and Wood, 2017). However, even with the prevalence of the research work in the structural facilitators, including leadership, rewards, and organizational climate, little is known about the impacts of daily experiential factors of workplace, especially fun at the workplace, on the psychological conditions of the workers and their entrepreneurial behaviours. Workplace fun involves a pleasant, light-hearted, and socially interactive activity, which occurs at workplace, including humor, partying, informal socialization, and generally positive atmosphere (Tews, Michel, and Stafford, 2013). The idea of workplace fun, originally discredited as distraction of the serious work, has gained academic validity as the research has been able to continuously indicate that it is positively related to employee well-being, employee engagement, employee creativity, and employee performance (Fluegge-Woolf, 2014; Karl, Peluchette, and Harland, 2021). In knowledge-based and innovation-driven environment, fun has stopped being a sometimes luxury but a strategic resource with the ability to elicit intrinsic impaction and psychological electricity as the antecedents of the creative and entrepreneurial action. In this regard, the creative self-efficacy as experimental research on creativity has pointed out the importance of a person believing in his or her potentiality and the ability to produce creative outcomes (Tierney and Farmer, 2002). Creative self-efficacy defines the participation of the employees in the new modes of doing things, persist in the midst of adversity, and view uncertainty as opportunity rather than a threat. As the organizational psychology evidence suggests, employees having a higher level of self-efficacy of creative ability are more likely to engage in idea creating, experimenting, and innovation behaviour (Newman, Herman, Schwarz, and Nielsen, 2018). It is important to note that creative self-efficacy is not an absolute trait or a determined behavior and it is very situational and greatly contributed by socialization and affect of fun, playful and psychologically safe climates at the workplace. The concept of entrepreneurial action has been of interest in entrepreneurship studies where scholars have been keen to use the concept of intrapreneurship to apply it in an organizational context. One of the indicators in this area is the employee intrapreneurial intention that indicates a desire and willingness of the employee to work on innovative projects and take calculated risks and generate new value in his/her organization (Farrukh, Lee, and Shahzad, 2019). The prior investigations have shown that intrapreneurial intention is a necessary antecedent of actual intrapreneurial behaviour on the premise of intention-based theories, such as the Theory of Planned Behavior (Schlaegel and Koenig, 2014). However, the research work is insufficient that can investigate the psychological processes through which work experience is translated into intrapreneurial intentions, and, therefore, action. However, there are several gaps in literature on intrapreneurship, even though the matter is gaining more and more academic interest. First of all, as opposed to the workplace fun being considered as a driver of creativity and overall innovative behaviour, the effect of fun on intrapreneurial behaviours of employees has not been sufficiently theorized and empirically studied, in particular, comprehensive models that incorporate psychological and motivational processes (Karl et al., 2021). Second, even though creative self-efficacy has been identified as a good predictor of creativity and innovation, no prior studies have rarely considered creative self-

efficacy as an intermediate variable that can translate positive work experiences such as fun into entrepreneurial action in the workplace (Newman et al., 2018). Third, intrapreneurial intention has been widely discussed in the intrapreneurship literature as an effect and not as the mediating factor of the circumstances at the workplace and the real performance. As a result of it, there is little information about how creative beliefs play out in entrepreneurial motivation, and the ultimate transfer of this motivation into the tangible intrapreneurial behaviour. Multi-mediator models have been directly asked to incorporate affective, cognitive, and intentional processes to provide a better explanation of intrapreneurship at the employee level (Neessen, Canieuxels, Vos, and De Jong, 2019; Urban, 2022). Therefore, the gap of the research is that there are no empirical studies where the fun at work, creative self-efficacy and intrapreneurial intention of employees are held as interdependent and determine intrapreneurial behaviour of employees. This is a gap that is particularly relevant to fill in given the fact that organizations are seeking people-centred solutions at low costs in order to drive innovation in uncertain and post-pandemic working conditions. The key aim of the proposed study is to establish complicated relationships between fun, employee intrapreneurial behaviour at work through sequential mediating functions of creative self-efficacy and employee intrapreneurial intention. Being exact, the research will endeavour to (a) assess the direct influence of the fun of the workplace on employee intrapreneurial behaviour, (b) determine whether creative self-efficacy acts as an intermediary or not the influence of the fun of the workplace on intrapreneurial intention, and (c) ascertain whether intrapreneurial intention is a proximal predictor of intrapreneurial behaviour.

The research questions that will be answered in this study are as follows and guided by these objectives:

Is fun at the workplace significant in influencing the intrapreneurial behaviour of employees?

Does creative self-efficacy mediate fun in the workplace as well as intrapreneurial intention in employees?

Does employee intrapreneurial intention come between creative self-efficacy and intrapreneurial behaviour through an intervening role?

Does creative self-efficacy and intrapreneurial intention mediate between fun at work and intrapreneurial behaviour of employees in a sequence?

In a number of ways, the study adds some pertinent data in the literature on entrepreneurship and organizational psychology. Hypothetically, it broadens the effort of intrapreneurship by including learning on the creative and the positive organizational scholarship to give a more polished perception of the transformation of the experiences of affect in the workplace to entrepreneurial action. The relevant creative self-efficacy and intrapreneurial intention are also introduced in the study as the consecutive mediators of the multilevel and process-based models of employee intrapreneurship (Neessen et al., 2019). Practically, the outcomes are practical in the fact that, they can be utilised by managers and organizational leaders who desire to promote the introduction of intrapreneurial behaviour, but not necessarily through formal incentives and structural changes. This statement of the role of fun in the work environment brings out the essence of how relatively simple interventions that can be facilitated by humor, socializing and informal recognition can give employees confidence in their creativity and encourage more to be entrepreneurial. This is particularly true of the human resource managers, innovation leaders, and policymakers that would like to formulate sustainable culture of innovation. Practically, the outcomes are practical in the fact that, they can be utilised by managers and organizational leaders who desire to promote the introduction of intrapreneurial behaviour, but not necessarily through formal incentives and structural changes. This statement of the role of fun in the work environment brings out the essence

of how relatively simple interventions that can be facilitated by humor, socializing and informal recognition can give employees confidence in their creativity and encourage more to be entrepreneurial. This is particularly true of the human resource managers, innovation leaders, and policymakers that would like to formulate sustainable culture of innovation.

### **Theoretical Framework**

The research is based on the social cognitive theory (Bandura, 1997), the broaden-and-build theory of positive emotions (Fredrickson, 2001), and modern theory of corporate entrepreneurship (Kuratko et al., 2021) to determine how fun in the workplace can contribute to intrapreneurial behaviour among employees via cognitive and motivational processes. The combination of these standpoints allows explaining the process of the socio-emotional climates at the workplace covertly into the action of an entrepreneur within the already established organizations in a multistage manner.

### **Workplace Fun and Intrapreneurial Behaviour**

A workplace fun signifies an environment of joy, mischief, jesting, and a chance of unwinded socialization (Michel et al., 2019; Tews et al., 2020). Under the broaden-and-build view, positive emotions expand individual's temporary thought-action repertoires, increase cognitive flexibility, experience, and exploratory behaviors (Fredrickson, 2001). This expanded thinking is especially pertinent to intrapreneurial behaviour, which entails the awareness of opportunities, experimentation, risk-taking, and active innovation (Neesen et al., 2019). Corporate entrepreneurship scholarship points out that entrepreneurial behaviour in firms are not only enabled by structural facilitators, they are also facilitated by contextual and cultural facilitators (Kuratko et al., 2021). A pleasurable work environment could decrease the feeling of failure, foster trial, and socialize exchange of ideas- environments that facilitate intrapreneurial behavior. As empirical studies have shown, positive affect and supportive climates have been found to improve innovative and proactive behaviours (Amabile and Pratt, 2016; Newman et al., 2018). Nevertheless, a direct relationship between fun and intrapreneurial behaviour of the employees at the workplace is under-researched. The combination of affective and entrepreneurship literatures implies that fun in the workplace can be one of the distal contextual antecedents of entrepreneurial behaviour in organizations.

The null hypothesis (H1): Workplace fun is positively correlated with the intrapreneurial behaviour of employees.

### **The Mediating Role of Creative Self-Efficacy**

According to social cognitive theory, the behavior is affected by the environmental cues by means of self-referent beliefs, especially self-efficacy (Bandura, 1997). Creative self-efficacy is the belief of the human in his or her ability to generate creative results (Tierney and Farmer, 2002). It is a strong indicator of creative performance and innovative work behaviour (Newman et al., 2018). The fun workplace environment can increase creative self-efficacy through the following ways, which are; psychological safety, expression of ideas, and reinforcement of experimentation. Mastery experiences and verbal persuasion which are two major sources of self-efficacy can be produced by positive social interactions and playful experiences (Bandura, 1997). Moreover, positive affect has been established to enhance belief in creative problem-solving (Amabile and Pratt, 2016). In its turn, creative self-efficacy enhances the chances of the employees to take on entrepreneurial behaviours because those who have confidence in their creative abilities are more eager to take innovative opportunities and make calculated risks (Newman et al., 2018). Therefore,

creative self-efficacy is a proximal cognitive process that connects fun in the workplace with intrapreneurial behaviour.

Hypothesis 2 (H2): There is a mediation of creative self-efficacy between fun at work and intrapreneurial behaviour of employees.

### **The Mediating Role of Employee Intrapreneurial Intention**

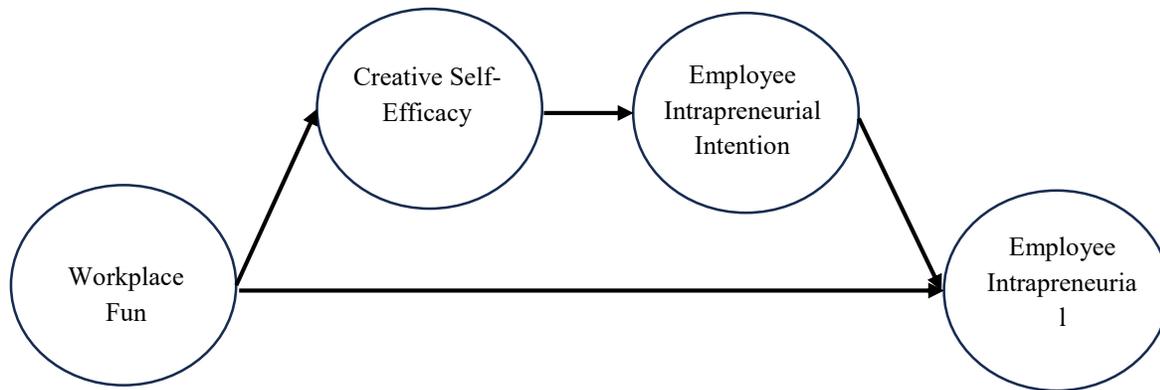
Entrepreneurial intention models presume that intentional cognitive commitment comes before behaviour (Krueger et al., 2000). In the organizational setting, employee intrapreneurial intention can be defined as a personal decision to start innovative and opportunity-seeking behavior in their organization (Neesen et al., 2019). The introductions made by intention frameworks have proven extensively in the studies of entrepreneurship and continue to be at the heart of the explanation of entrepreneurial action (Fayolle & Liñan, 2014). Intrapreneurial intention can be informed by workplace fun as it helps to develop intrinsic motivation and psychological involvement. Amusing and funny working conditions enhance intrinsic motivation of tasks- a proven antecedent of the entrepreneurship intention (Amabile and Pratt, 2016). Furthermore, workers will be more willing to take up creative projects as soon as they believe their surrounding atmosphere is a non-threatening one. Intrapreneurial intention acts as an inspirational intermediary between thinking and doing. When employees have a high intention to innovate, the chances of converting that intention into intrapreneurial behaviour are increased (Neesen et al., 2019). Thus, intrapreneurial intention will be used to mediate the relationship between fun at work and taking entrepreneurial initiative in organizations.

Hypothesis 3 (H3): Work place fun is mediated by employee intrapreneurial intention that in turn mediates it and employee intrapreneurial behaviour.

### **Serial Mediation: From Fun to Efficacy to Intention to Behaviour**

Though, the relationship between fun and behaviour at the workplace can be mediated by creative self-efficacy and intrapreneurial intention independently, theory indicates that there is a sequential process. The social cognitive theory explains that self-efficacy determines intentions which in turn inform behaviour (Bandura, 1997). Having high efficacy beliefs, people are more inclined to make high-achievement goals and put them into practice. Empirical research proves that self-efficacy is an influential antecedent of the entrepreneurial intention (Newman et al., 2018). Combining this argument, fun at the workplace could initially promote creative self-efficacy through positive affect and psychological safety. High creative self-efficacy in turn enhances intrapreneurial intention which eventually translates to intrapreneurial behaviour. This progressive process indicates the consistency of cognitive-motivation process in line with modern demands of process-based models in corporate entrepreneurship studies (Kuratko et al., 2021).

Hypothesis 4 (H4): work fun positively indirectly impacts employee intrapreneurial behaviour mediated by creative self-efficacy and employee intrapreneurial intention.



### Conceptual Model

Figure 1 gives the conceptual model that offers the direction of the study. The fun at workplace is likewise developed as the IV, which has an indirect and cascading influence on the intrapreneurial behaviour of the employees through creative self-efficacy and employee intrapreneurial intention. The first cognitive mediator is creative self-efficacy and the second motivational which leads to the behavioral results is intrapreneurial intention. The model relies on a theoretically sound process of how positive experiences in the workplace may be transformed into the entrepreneurial action in organisations.

### Methodology

#### Data Collection and Sample

The information sources were gathered among the full-time employees of manufacturing companies in Pakistan. As has been done previously in the organizational behavior research carried out in emerging economies (e.g., Newman et al., 2018), we used cross-sectional survey design with data collection procedures based on the online and face-to-face methods to increase coverage and response rates. Manufacturing companies were chosen due to their growing interest in internal innovation and continuous improvement projects, which makes them a suitable setting in which to study intrapreneurial behaviour. Convenience sampling was used to reach out to 700 full-time employees in various medium and large manufacturing organizations. The access was made easier through the human resource departments who distributed survey links (through online mode) and enabled the distribution of printed questionnaires (through face-to-face mode). To be eligible, the participants had to have a minimum of one year of organizational tenure so that they were well acquainted with the climate of the workplace. The objectives of the research were well defined in the cover letter which accompanies the questionnaire, participation was on voluntary basis and the respondent was assured that all identifiable personal information would have been eliminated before the data is analyzed. We made it clear that the answers would be utilized only in an academic purpose and reported in an aggregate way. Ethical considerations were well adhered in line with the Declaration of Helsinki and major management research principles. The participants were notified of the right to withdraw any time without incurring any penalty. No sensitive personal identifiers were obtained and all data were stored in passworded files that were available to the research team only. A response rate of 85.7 was achieved as 600 valid responses were received back. Surveys that had a lot of missing data were filtered out before subjecting to analysis. The first section of the questionnaire contained demographic data about the age, sex, level of education, and experience. The second part included the measures of two variables (independent variable) of

workplace fun, and three (Mediator 1, 2, 3) variables of creative self-efficacy, employee intrapreneurial intention, and employee intrapreneurial behaviour.

**Table 1** Demographic Characteristics of Respondents (N = 600)

Variable	Category	Frequency	Percentage (%)
Gender	Male	402	67.0
	Female	198	33.0
Age	20–29 years	168	28.0
	30–39 years	252	42.0
	40–49 years	132	22.0
	50 years and above	48	8.0
Education	Bachelor’s degree	318	53.0
	Master’s degree	234	39.0
	Other	48	8.0
Work Experience	1–5 years	210	35.0
	6–10 years	228	38.0
	11–15 years	114	19.0
	16 years and above	48	8.0

### Measures

Well-developed scales utilized in the best peer-reviewed journals were used to measure all constructs. Otherwise, the items were rated on a five-point Likert scale (1 (strongly disagree) to 5 (strongly agree)). Confirmatory factor analysis (CFA) was performed with the AMOS before assumptions testing was done to determine the construct validity.

### Workplace Fun

Work place fun was rated on the scale designed by Tews et al. (2014) which has been proven to be very valid when compared to organizational set ups. The scale measures perceptions of fun activities, socializing with coworkers, and fun support by the managers. Sample items will comprise of I enjoy playing around with my colleagues, and also the management promotes employees to play at the workplace. There was a high level of reliability on the scale (Cronbachs 0.91). The results of CFA revealed that the model fit is good:  $2/df = 2.31$ ,  $RMSEA = 0.047$ ,  $GPI = 0.95$ ,  $CFI = 0.97$ ,  $TLI = 0.96$ .

### Creative Self-Efficacy

The three-item scale provided by Tierney and Farmer (2002), the scale widely applied in creativity and innovation studies, was used to measure creative self-efficacy (Newman et al., 2018). One of such questions is a sample question; I have confidence in my ability to creatively solve problems. The scale showed good reliability (Cronbach  $89 = .89$ ). The CFA outcomes showed the good fit of the model:  $2/df = 2.08$ ,  $RMSEA = .043$ ,  $GPI = .96$ ,  $CFI = .98$ ,  $TLI = .97$ .

### Employee Intrapreneurial Intention

The intrapreneurial intention of employees was assessed by the rephrasing of the well-known measures of entrepreneurial intention with a specific organization set (Krueger et al., 2000; Neessen et al., 2019). The scale measures intentional plans of the employees to embark on

innovative projects in their respective organizations. The following is an example item; I am planning to start new business ideas in my organization soon. The scale had a good internal consistency (Cronbach's alpha = .92). The tests of structural validity were supported by CFA results,  $\chi^2/df=2.45$ , RMSEA=.049, GFI=.94, CFI=.96, TLI=.95.

### **Employee Intrapreneurial Behaviour**

Items that were modified based on proven intrapreneurship and innovative work behaviour scales were used to measure employee intrapreneurial behaviour (Neessen et al., 2019). The scale runs the prospective recognition of opportunities, taking of ideas in the organization, and risk-taking that is calculated. One of the sample items would be I seek out actively to create new products or services in my organization. The scale demonstrated excellent reliability (Cronbach's  $\alpha = .93$ ). CFA results indicated satisfactory model fit:  $\chi^2/df = 2.52$ , RMSEA = .051, GFI = .93, CFI = .96, TLI = .95. All in all, the four-factor measurement model was found to have a high level of discriminant validity and a better fit than other models. The four-factor hypothesized model produced adequate fit indices ( $\chi^2/df = 2.36$ , RMSEA = .046, GFI = .94, CFI = .97, TLI = .96), which are within the acceptable fit measures of literature in structural equation modeling (Hu & Bentler, 1999). These findings give empirical evidence regarding the reliability of the measurement model and its structural validity.

### **Data Analysis**

The analysis of the data was performed according to the accepted practice of the organizational and entrepreneurship research with structural equation modeling (SEM) by using IBM SPSS Statistics 27.0 and IBM AMOS 28.0 (Anderson and Gerbing, 1988; Hair et al., 2019). First, SPSS was used to analyse descriptive statistics, Pearson correlation between the variables used in the study to explore the means, standard deviations and bivariate relationships between the variables of interest, employee intrapreneurial behaviour (EIB), workplace fun (WF), creative self-efficacy (CSE), and employee intrapreneurial intention (EII). These preliminary analyses were a summary of central tendencies as well as dispersion, and value and direction of relationships among constructs. Confirmatory factor analysis (CFA) was later performed in AMOS so as to determine the reliability and validity of the measurement model (composite reliability, convergent validity through factor loadings and average variance extracted) as well as the discriminant validity. Once the satisfactory measurement properties were established, the hypothesized direct and indirect relationships were tested using structural equation modeling. In order to test mediation effects, we used a bootstrapping process with 5,000 resamples to obtain bias-corrected indirect effect confidence intervals, as suggested to test mediation effects with high robustness (Preacher and Hayes, 2008). The assessment of model fit was carried out on several indices, such as  $\chi^2/df$ , RMSEA, CFI, TLI, and GFI, which are in line with commonly accepted cutoff values (Hu and Bentler, 1999).

## **Results**

### **Descriptive Statistics**

Table 2 shows descriptive statistics (means and standard deviations) and Pearson correlation coefficients of fun (WF), creative self-efficacy (CSE), employee intrapreneurial intention (EII), and employee intrapreneurial behaviour (EIB) at the workplace. As indicated, employee intrapreneurial intention ( $r = .44$ ,  $p < .001$ ), employee intrapreneurial behaviour ( $r = .41$ ,  $p < .001$ ), and creative self-efficacy ( $r = .48$ ,  $p < .001$ ) had a positive and significant relationship with fun at work. The intrapreneurial intention of employees also showed a significant relationship with

creative self-efficacy ( $r = .52, p < .001$ ) and intrapreneurial behaviour of employees ( $r = .49, p < .001$ ). In addition, employee intrapreneurial intention had a very high positive association with intrapreneurial behaviour ( $r = .56, p = .001$ ). All the correlations were as expected and lower than the threshold of .80 and it would indicate that multicollinearity was not a major issue. These results gave some initial support to the theorized relationships and were a reason to move on to the structural equation modeling.

**Table 2:** Means (M), Standard Deviations (SD), and Correlations Among Variables (N = 600)

Variable	M	SD	1	2	3	4
1. Workplace Fun (WF)	3.68	0.74	—			
2. Creative Self-Efficacy (CSE)	3.85	0.69	.48***	—		
3. Employee Intrapreneurial Intention (EII)	3.72	0.71	.44***	.52***	—	
4. Employee Intrapreneurial Behaviour (EIB)	3.64	0.76	.41***	.49***	.56***	—

Note.  $p < .001$ .

### Structural Equation Model Analysis

#### Model Fit Testing

AMOS 28.0 was used to test the hypothesized four-factor structural model. The findings showed a reasonable model fit in accordance with recommended cut-off values. The general model fit was good:  $2/DF = 2.41$ ,  $RMSEA = .048$ ,  $GFI = .93$ ,  $CFI = .97$  and  $TLI = .96$ . These values are within and above standard accepted levels ( $\chi^2/df < 3.00$ ,  $RMSEA < .08$ ,  $CFI$  and  $TLI > .90$ ), which means that the structural model proposed is sufficient to explain the data observed.

#### Path Analysis Between Variables

Table 3 shows the standardized path coefficients of the hypothesized relationships. Hypothesis 1 was supported as the positive impact of fun in the workplace on employee intrapreneurial behaviour was significant ( $\beta = .17, p < .01$ ). Creative self-efficacy ( $\beta = .48, p < .001$ ) and employee

**Table 3: Structural Path Estimates**

Path	Estimate	SE	CR	p	Standardized Estimate
WF → EIB	0.18	0.06	2.98	.003	.17**
WF → CSE	0.45	0.05	9.12	***	.48***
WF → EII	0.21	0.07	3.02	.002	.19**
CSE → EII	0.47	0.06	7.83	***	.43***
CSE → EIB	0.23	0.08	2.87	.004	.21**
EII → EIB	0.41	0.07	6.15	***	.39***

\*\* $p < .01$ , \*\*\* $p < .001$

intrapreneurial intention ( $\beta = .19, p < .01$ ) were also majorly predicted by workplace fun. The creative self-efficacy played a large role in predicting employee intrapreneurial intention ( $.43, p < .001$ ) and employee intrapreneurial behaviour ( $.21, p < .01$ ). The intrapreneurial intention of the employees showed that intrapreneurial behaviour was strongly affected by employee intrapreneurial intention ( $\beta = .39, p < .001$ ).

### Mediation Effect Testing

The 5,000 resamples used in bootstrapping were used to determine indirect effects. The Hypothesis 2 was supported as the indirect effect of workplace fun on employee intrapreneurial behaviour through creative self-efficacy was significant 0.10, 95% CI [.06, .16],  $p = .001$ ), as illustrated in Table 4. Equally, indirect influence of fun at workplace on intrapreneurial behaviour via employee intrapreneurial intention was high =.07, [.03, .12],  $p = .01$ ), which confirmed Hypothesis 3. Notably, the serial mediation pathway (WF CSE EII EIB) was also important ( $0 = .08$ , 95% CI [.04, .13],  $p = .001$ ) because the confidence interval was not near zero. The result supports Hypothesis 4, which postulates that the workplace fun increases creative self-efficacy that boosts intrapreneurial intention, eventually resulting in increased intrapreneurial behaviour.

**Table 4 Bootstrapping Results for Indirect Effects (5,000 Resamples)**

Path	Effect Type	Estimate	Lower	Upper	p
WF → CSE → EIB	Indirect	.10	.06	.16	***
WF → EII → EIB	Indirect	.07	.03	.12	.004
WF → CSE → EII → EIB	Serial Indirect	.08	.04	.13	***

\*\*\* $p < .001$

Overall, the results provide robust empirical support for the hypothesized direct and indirect relationships within the proposed structural model.

### Discussion

#### Direct Effect of Workplace Fun on Employee Intrapreneurial Behaviour

In line with Hypothesis 1, our results indicate that fun at work has a positive and significant predictive value of intrapreneurial behaviour among employees. This finding is consistent with the modern studies indicating that favorable organizational cultures of enjoyment and psychological safety lead to proactive, creative behaviors of the employees (Tews et al., 2020; Michel et al., 2019). According to the broaden-and-build theory of positive emotions, fun experiences at work broaden and build the cognitive and affective repertoires of employees, and thus, they are more open to recognizing opportunities and taking risks, which are central aspects of intrapreneurial behaviour (Fredrickson, 2001; Amabile and Pratt, 2016). Moreover, fun in the workplace seems to cushion the risk of failure and make the workers less fearful of being judged, which helps them to go beyond their job descriptions and responsibilities (Baer et al., 2020). This agrees with modern research that favorable social interaction affective climates promote discretionary activity and experiential learning that are critical to long-term innovation within existing organizations (Newman et al., 2020). Therefore, our work supports theoretical claims that fun in the workplace is not only an antecedent of job satisfaction but internal entrepreneurial activity.

#### Mediating Role of Creative Self-Efficacy Between Workplace Fun and Employee Intrapreneurial Behaviour

Hypothesis 2 was confirmed: creative self-efficacy was an intermediate between workplace fun and intrapreneurial behaviour of employees. This observation can be theoretically explained by the social cognitive theory that states that the beliefs people have about their capabilities will determine their motivation and behavior (Bandura, 1997; Tierney and Farmer, 2011). An entertaining workplace culture seems to increase the confidence of the employees in their creative potential, which, likewise, makes their involvement in intrapreneurial behaviour more effective.

Past studies have emphasized creative self-efficacy to be a major antecedent of innovative work behaviour and entrepreneurial action (Newman et al., 2018; Hu and Ye, 2021). This is furthered by our results which indicate that positive social climates (i.e., fun) may foster creative self-efficacy, which can be tapped by the employees as a psychological resource to utilize when implementing and developing opportunities. The relevance of affective resources as proximal cognitive processes that mediate the relationship between climate and outcomes of entrepreneurial activities can be seen through this mediation pathway (Jaiswal and Dhar, 2017).

## **Mediating Role of Employee Intrapreneurial Intention Between Workplace Fun and Employee**

### **Intrapreneurial Behaviour**

Hypothesis 3 was also validated: employee intrapreneurial intention moderates the impact of fun in the workplace to intrapreneurial behaviour. This finding fits the intention-based models of entrepreneurship literature that contend that intention is an important precursor of future entrepreneurial behavior (Krueger et al., 2000; Fayolle and Liñan, 2014). This is because a fun workplace atmosphere can positively impact psychological involvement and inner drive to achieve the goals of innovation among the workforce whose intention to undertake new projects in their organizations will be stronger. The results of our study are consistent with the literature indicating that positive work experiences augment intrinsic motivation and career self-directedness, both of which may be converted into more intensive entrepreneurial intentions (Boso et al., 2019; Verheul et al., 2020). It is then based on such intentions that the enactment of creative and opportunity-oriented behaviours occurs. Thus, fun in the workplace also serves an indirect role in influencing intrapreneurial behaviour, through cognitive commitment of employees to undertake an entrepreneurial activity.

## **Chain Mediating Role of Creative Self-Efficacy and Employee Intrapreneurial Intention Between Workplace Fun and Employee Intrapreneurial Behaviour**

Hypothesis 4 proved: the three hypotheses creative self-efficacy and employee intrapreneurial intention are serial mediators between the work place fun and employee intrapreneurial behaviour. This sequential mediation underlines a psychological process in which a fun climate enhances the creative confidence of employees initially, which in its turn, enhances their intentions to get involved in intrapreneurial activities, and it eventually promotes behaviour. This synthesizing process brings the corporate entrepreneurship theory to the next level by clearly connecting the affective climate to the cognitive beliefs and motivation intentions in a cognitively coherent process model. Although past research has identified the significance of creative self-efficacy and entrepreneurial intention separately, few studies have explored the sequential mediating effects of these two variables in the organizational setting (Newman et al., 2018; Hu and Ye, 2021). According to our findings, workplace fun instils the belief in the creative potential as well as the desire to use the creative potential, two antecedents that enable intrapreneurial behaviour in combination. The chain mediation is consistent with the recent demands of process-oriented models that have focused on the research of entrepreneurship as a theory, which combines psychological antecedents with climate variables (Kuratko et al., 2021; Obschonka et al., 2019). It shows that affective and cognitive motivational processes simultaneously describe the role of socio-emotional work environment to the outcome of entrepreneurship - enhancing our comprehension of processes behind intrapreneurial behaviour in established organisations.

## **Conclusion**

This paper aimed to investigate the processes by which fun in the workplace affects the intrapreneurial behaviour of employees through the cognitive and motivational mechanisms of creative self-efficacy and employee intrapreneurial intention. Based on the social cognitive theory (Bandura, 1997), broaden-and-build theory of positive emotions (Fredrickson, 2001), and the current framework of entrepreneurship in corporations (Kuratko et al., 2021), we designed and established an integrative model in a sample of manufacturing workers in Pakistan. These findings have a strong empirical basis that supports the hypothesized model (a) workplace fun positively predicts intrapreneurial behaviour; (b) creative self-efficacy and intrapreneurial intention mediate the relationship; and (c) the mediators follow one another in a sequential order, i.e., fun increases creative self-efficacy, which in turn strengthens intrapreneurial intention, which leads to increased intrapreneurial behaviour. The results demonstrate the significance of positive work environments in triggering the entrepreneurial potential of employees and shed light on the psychological mechanisms that regulate the effect. There are a number of contributions in this study. Theoretically, it is a bridge between affective climate studies and entrepreneurial intention and action models, which provides a unified account as to the way positive organizational climates are converted into strategic behaviour results. In practical terms, it implies that managers who want to develop intrapreneurship would find it reasonable to create settings where not only task demands are satisfied but also the social experience is positive as well - and, therefore, boosts the confidence and motivation of the staff to become innovative. Our results break the limits of the structural and leadership-based antecedents and push the boundaries of the existing literature of corporate entrepreneurship studies towards socio-emotional organizational processes.

## **Limitations and Future Research Directions**

This study has a number of limitations even though it is contributing to the field of study and this provides opportunities to carry out future research. To begin with, the cross-sectional design does not provide chances to make causal inferences. Even though the suggested directional relationships are supported by the use of SEM and bootstrapping, longitudinal or experimental design would give more credible causal information and capture the time dynamics in the formation of intrapreneurial behaviour (Rhee et al., 2022). Multi-wave datasets should be used in future research to investigate the changing nature of fun and psychological processes at the workplace.

Second, the sample size was selected among several manufacturing company which could limit the extrapolation of the results to other settings than that. Researchers have stressed the necessity of validating intrapreneurial models in various industries where entrepreneurial environments have the potential of being very different, such as technology-sensitive industries and service-driven sectors (Zheng et al., 2023). Future studies might include cross industry comparisons, and factoring in modulating contextual variables including industry dynamism, and organizational lifecycle stage.

Third, everything was self-reported, which could have brought the common method bias (Podsakoff et al., 2012). Though the CFA outcome report has shown satisfactory discriminant validity, future studies may employ multi-source data, including supervisor ratings of intrapreneurial behaviour or objective innovation achievement to reduce self-report weaknesses. Moreover, experience sampling might help to elicit intra-individual differences in fun perceptions and psychological states, which may provide more information about fun motivational processes in the moment (Beal et al., 2021).

Fourth, although this study narrowed down to the mediators of creative self-efficacy and intrapreneurial intention, other psychological processes could be involved. As an example, the theorization of psychological empowerment, affective commitment and the perceived organizational support as contributors to intrapreneurial behaviours (Zhao et al., 2021; Sardeshmukh et al., 2022). These constructs should be considered by future studies as moderators or other mediators in order to further break down the complexity of intrapreneurial processes.

Fifth, culture is a possible determinant of the way employees will perceive and react to fun at the workplace. Recent studies indicate that cultural norms of play, social interaction and risk-taking may influence motivational mechanisms in a unique manner (Hofstede et al., 2024). Thus the relationships that have been observed must be validated using cross-cultural studies that would determine whether these relationships are cross-country or whether cultural values mediate the relationships being observed.

Finally, recent studies suggest that digital work environments can be significant in creating an organizational climate (Nguyen et al., 2023). Future research ought to look at the influence of virtual or hybrid working structures on the role of fun at work and the emergence of creative self-efficacy and intrapreneurial intention- especially due to post pandemic organizational changes in the workplace.

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