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Impact of Workplace Friendship on Workplace affective well-being: A Moderated Mediation Model

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ABSTRACT

This study examines the impact of workplace friendship on Workplace affective well-being, with the direct effect of work engagement, while positive humor strengthens the relationship between workplace friendship and Workplace affective well-being. It has a sample size of 255 respondents from 5 banks, and convenience sampling has been used to collect the data. This research focuses on the questionnaire used to gather information from 255 employees working in Pakistan's banks. This study uses regression analysis incorporating mediation and moderation to validate hypotheses. Workplace friendships significantly influence Workplace affective well-being, while work engagement has a small impact. As mentioned above, the results show that our hypothesis is accepted, which means a significant positive relationship exists between workplace friendships (WF) and e Workplace affective well-being (WAW). The findings confirm the presence of mediation, while no moderation is present. This study has many implications for bankers, managers, and other service organizations.

Keywords: Workplace Friendship, Workplace Affective Well-Being, Work Engagement, Positive Humor.

1. Introductions

In today's fast-paced and dynamic organizational environments, the affective well-being of employees within the workplace has garnered significant scholarly and managerial attention. Workplace affective well-being refers to the emotional quality of an employee's experiences at work, encompassing positive emotions such as happiness, enthusiasm, and contentment, as well as the absence of negative emotions like anxiety, frustration, and sadness. It is a vital component of overall employee well-being and is closely linked to various organizational outcomes including productivity, job satisfaction, organizational commitment, and turnover intentions. Rooted in positive psychology and organizational behavior theories, workplace affective well-being reflects how employees feel about their job and work environment on a day-to-day basis. It captures transient emotional states as well as more stable affective experiences, offering a nuanced understanding of the emotional climate within organizations. Unlike general well-being, which considers broader life satisfaction, workplace affective well-being is specifically concerned with emotional experiences tied to the work context. The importance of promoting workplace affective well-being has grown in recent years, especially

as organizations recognize the role of emotional health in driving employee engagement and performance. Research has consistently shown that employees with higher affective well-being tend to exhibit greater motivation, stronger interpersonal relationships, and better coping mechanisms in the face of work-related stress. Moreover, such employees are more likely to contribute positively to organizational culture and exhibit discretionary behaviors that benefit the organization. Given its significant implications, understanding and enhancing workplace affective well-being is crucial for building sustainable, high-performing work environments. It is not only a reflection of individual emotional states but also a critical indicator of organizational health and effectiveness. Consequently, it serves as an essential variable in exploring the interplay between employee emotions and broader workplace outcomes.

In the ever-changing workplace of nowadays, companies look for creative methods to improve worker performance and well-being. A significant component affecting employee well-being is workplace friendship, characterized by informal, trust-based interactions among colleagues. Studies indicate that camaraderie in the workplace enhances employee engagement, job happiness, and general well-being (Prasanth Janani, 2023). This research examines the influence of workplace camaraderie on employee flourishing, utilizing job engagement as a mediating variable and positive humor as a moderating factor. Workplace friendships promote a friendly and inclusive environment, resulting in improved employee well-being and organizational commitment (Gupta, 2020). Research demonstrates that robust workplace friendships enhance job performance, increase job satisfaction, and reduce turnover intentions (Chen, Wang, & Chu, 2024). Workplace friendships foster a sense of belonging and emotional support, enabling employees to manage work-related stress and obstacles, so enhancing their psychological and emotional well-being. Work engagement, defined by vigor, dedication, and immersion in tasks, is a crucial element in employee thriving. Employees who cultivate professional friendships exhibit heightened engagement and commitment to their roles (Khaleel et al., 2016). Research in industrial settings indicates that workplace friendships substantially enhance work engagement (Wyan Dini, Kokesh, & Faridah, 2023). Engaged employees are generally more productive, resilient, and content in their roles, hence promoting overall thriving. Humor in the workplace is acknowledged as a social instrument that fosters collaboration, alleviates stress, and fortifies professional connections. Constructive and inclusive humor has been shown to influence the association between workplace friendship and engagement (Chen et al., 2022). Studies in the hospitality sector indicate that positive humor enhances employee engagement by cultivating a pleasurable and enjoyable work environment (Michelini & Erbil, 2016). Organizations that promote humor and social interactions foster a psychologically secure workplace, enabling employees to express themselves comfortably, so boosting their engagement and well-being.

Research from developed countries has found that a congenial environment for employees in the workplace increases productivity (Alameri, 2023). While this environment has certain contributing factors like fun or cheerful humor increase employees' work engagement (Mohamad et al., 2022). This environment drove the workforce to achieve the set targets of the organization (Ibrahim & Akkaya., 2022). On the contrary, fights and opposing arguments at the workplace affect the mental health of the employees. As a result, productivity and work engagement diminish (Hsiao et al., 2024). Moreover, a substantial positive correlation exists

between jovial humor and workplace camaraderie, even if the findings indicate that such companionship is confined to a professional context (Endosomal, 2022). This concept is extensively examined in psychology about the interplay between human psychology, workplace camaraderie, and positive humor (Juca & Rueff, 2023). This study provides a platform to understand better how workplace dynamics can make a difference in people's lives. It also focuses on how workplace friendship affects Workplace affective well-being and how friendship and positive humor can contribute to organizational success. Furthermore, figuring out how to cultivate healthier workplace friendships and better manage stress leads to happier, more productive employees. This study also suggests that Pakistani banks must improve workplace friendship by developing better policies to encourage positive relationships among employees and management to Workplace affective well-being.

Examining different definitions of "workplace friendship, positive humor (Oosthuizen, 2021), and Workplace affective well-being " reveals that the researchers have conceptualized these constructs in a positive connection. A pleasant work environment, for instance, is one that "intentionally encourages, initiates, and supports a variety of enjoyable and pleasurable activities that positively impact on the attitude and productivity of employees. McDowell (2004) defined a fun atmosphere includes celebrating at work, interacting socially with coworkers, and having personal freedoms. We hypothesize that the employer needs to create workplace enjoyment that may serve as a safeguard or preventative mechanism to flourish employees (Jyoti, 2022). Outcome significantly influences modern workplace friendship, but this process is not straightforward. Since work engagement is a complicated process that explains why enjoyment and desired results are related, we also hypothesize that work engagement will be crucial in this connection (Tews et al., 2012. This study anticipates that this will validate that positive humor can be protective and be explained via work engagement (Jalili Anandpur et al., 2021).

Additionally, managed enjoyment may be broken down into smaller groups since research has been done on managed fun as recreational activities like travel and leisure and activities honoring occasions and milestones (Cashiering, 2024). Chan (2010) asserts that numerous activities possess diverse objectives about anticipated outcomes, such as cultivating a sense of belonging or promoting positive relationships with colleagues and management. Furthermore, research advocates for a more thorough quantification of employee thriving, encompassing the organization's culture of workplace camaraderie (Elfi & Rahmat, 2023). Consequently, previous studies have employed metrics of managerial support to enhance employee autonomy, investigating organizational attitudes towards a culture of positive humor and job engagement (Braha & Karabulut, 2023). Nonetheless, empirical research indicates that various types of occupational happiness provide disparate outcomes (Georgantas & Montgomery, 2022). The current study aimed to develop and implement a multidimensional measure of workplace enjoyment, as no comprehensive assessment exists to evaluate all aspects of this experience (Elfi & Rahmat, 2023). Numerous research in this field defines positive humor as a job resource to examine the relationship between workplace camaraderie and favorable outcomes in employee productivity (Alam et al, 2020).

2. Literature Review

This research examines the relationship between workplace affective well-being using humor relief theory and the mediating roles of work engagement and moderating role of positive

humor. Utilization of Relief Theory about workplace friendship, work engagement, and employee flourishing, workplace and positive humor, camaraderie as a mitigator of stress. Refers to the emotional quality of an employee's work life, encompassing feelings of happiness, satisfaction, and emotional engagement (Warr, 2002). High affective well-being is linked to increased productivity, organizational commitment, and job satisfaction (Fisher, 2010). Research suggests that positive emotions at work can enhance cognitive functioning and interpersonal relationships, thereby improving overall performance (Lyubomirsky, King, & Diener, 2005). Conversely, poor affective well-being is associated with burnout, absenteeism, and turnover intentions (Kulikowski, 2019). Organizational support, work-life balance, and leadership styles are significant predictors of affective well-being (Schaufeli & Bakker, 2004). Moreover, affective well-being acts as a buffer against work-related stress and mediates the relationship between job characteristics and employee outcomes (Daniels, 2000). As such, fostering a supportive work environment is crucial for enhancing employees' emotional states, which, in turn, contribute to organizational effectiveness and sustainable human resource practices. Workplace affective well-being psychological safety, mutual trust, and emotional support, according to the tenets of relief theory. Employees who cultivate robust friendships are more inclined to partake in funny exchanges that mitigate work-related stress (Gupta, 2020). This emotional release mechanism allows employees to enhance their task focus and sustain elevated engagement levels (Chen et al., 2022). Positive humor, along with relief theory, facilitates the release of accumulated tension among employees and fosters a comfortable and amicable work environment (Michelini & Ardil, 2016). Studies indicate that companies that promote humor exhibit reduced stress levels and increased employee engagement (Chen et al., 2022). When employees engage in humor and laughter with colleagues, workplace camaraderie intensifies, and the stress-mitigating benefits of comedy further enhances well-being. The pinnacle of employee happiness is achieved through less stress, robust workplace relationships, and heightened engagement. Relief theory posits that laughing and comedy serve as a release for emotional strain, resulting in enhanced mental well-being and social cohesion (Sunera et al., 2024). Organizations that incorporate humor into their culture not only alleviate workplace stress but also cultivate an environment in which people feel valued, engaged, and encouraged to perform at their best.

2.1 Workplace Friendship

Workplace Friendship is defined as aspects or attributes of the work environment capable of fostering positive emotional reactions such as happiness, laughter, and lighthearted fun in individuals. In one of the earliest papers, workplace fun was a work environment that intentionally encouraged, initiated and supported various enjoyable and pleasurable activities (Kaskaskia et al., 2023). Martin et al. (2023) claim that workplace fun is unrelated to enjoyable, friendly, or humorous work. According to Fowler (2023), any task-related, social, or interpersonal actions at work that are light-hearted or playful and give one delight, pleasure, or satisfaction are considered workplace friendships.

2.2 Work Engagement

Work engagement is the state of having a positive, gratifying work-related mindset that is marked by enthusiasm, commitment, and absorption (Tugade & Arcinas., 2023). Instead of a specific transient condition, this describes a more permanent and omnipresent active-cognitive state (Gong & Li., 2023) independent of any object, person, event, or action.

Significantly, motivated employees understand the company's objectives, the actions required to reach those objectives, and how those objectives might be reached (Bhattacharya & Neureuther, 2023). According to George et al. (2023), there is a widespread intuitive belief that individuals, particularly leaders in organizations, are motivated at work. Like these connotations, work engagement is one of positivity, organizational intent, participation, fervor, excitement, concentrated effort, and energy. As such, it combines behavioral and attitudinal elements.

2.3 Positive Humor

Every interaction that is perceived as hilarious is considered humorous. Liao et al. (2023) assert that a good listener's cognitive or active reaction is produced by positive humor. The researchers' notion of organizational humor—holds that humor fosters humorous interactions that produce positive feelings and thoughts inside an individual, group, or organization and behave as moderators (Junta & Rueff, 2023)

2.4 Workplace affective well-being

Workplace affective well-being using humor relief theory and the mediating roles of work engagement and moderating role of positive humor. Utilization of Relief Theory about workplace friendship, work engagement, and employee flourishing, workplace and positive humor, camaraderie as a litigator of stress. Refers to the emotional quality of an employee's work life, encompassing feelings of happiness, satisfaction, and emotional engagement (Warr, 2002). "Task performance" refers to an individual's performance on a particular activity. For instance, response time the time it takes a person to react to a given, timed, or untimed stimulus or precision, etc., are sometimes used to measure mission efficiency (Mendoza et al., 2023). According to Borman et al. (2023), High affective well-being is linked to increased productivity, organizational commitment, and job satisfaction (Fisher, 2010). Research suggests that positive emotions at work can enhance cognitive functioning and interpersonal relationships, thereby improving overall performance (Lyubomirsky, King, & Diener, 2005). Conversely, poor affective well-being is associated with burnout, absenteeism, and turnover intentions (Kulikowski, 2019). Organizational support, work-life balance, and leadership styles are significant predictors of affective well-being (Schaufeli & Bakker, 2004). Moreover, affective well-being acts as a buffer against work-related stress and mediates the relationship between job characteristics and employee outcomes (Daniels, 2000). Refers to the concept of employees being motivated by the purpose of obtaining, preserving, and protecting resources that they centrally value (Naim & Oz Yilmaz, 2023). Conditions (like social support), individual traits (like self-efficacy), and energies (like effort) are examples of crucial resources (Hossain et al., 2024). When resources are in danger of exhaustion, stress levels rise, restricting the employees from flourishing (De et al., 2023). A fundamental tenet is that to avoid unfavorable consequences and accomplish desired objectives; employees must follow the rules and meet the requirements of an organization without increasing their stress levels (Yazdan Mehr & Wang, 2023).

2.5 Impact of Workplace Friendship on Workplace affective well-being

The argument is that enjoyment at work matters to the employees and increases their productivity. Numerous studies have demonstrated the favorable relationship between workplace friendship and Workplace affective well-being and the impact of workplace friendship on performance-related outcomes (Sypniewska et al., 2023). According to Zhai et

al. (2023), a leader should make the workplace more enjoyable. A relaxed and enjoyable environment will attract highly skilled individuals more readily, form effective teams, and provide better outcomes. Different companies can draw in different talents by fostering a lively atmosphere. According to the notion of active events, employees encounter items at work that are the closest triggers of their active reactions to these things (Al et al., 2023).

H1: Workplace friendship positively and significantly impacts Workplace affective well-being.

Workplace friendships improve work engagement by creating a friendly environment, boosting job satisfaction, and lowering burnout. To fully reap the benefits, businesses must address potential problems, such as retaining professionalism in friendships. Workplace friendships can boost employee engagement by encouraging collaboration, trust, and emotional support. The existing literature explores this relationship as, workplace friendships boost employee engagement by offering emotional support, lowering stress, and instilling a sense of belonging (Yan et al., 2021).

Moreover, employees who have good workplace connections are more productive, loyal, and creative, while also having reduced turnover rates (Mazzetti et al., 2023). While workplace friendships serve as a resource for increasing job embeddedness, which is linked to employee engagement and satisfaction (Khaleel et al., 2016). Furthermore, psychological safety has a significant contribution to workplace friendship and work engagement, because employees feel more comfortable expressing ideas and taking risks when they are surrounded by friendly colleagues (Xu et al., 2023). However, workplace connections can assist less job burnout, especially in high-stress environments, by building camaraderie and emotional resilience (Kalra, 2014). While friendships generally increase participation, there are certain downsides, such as emotional tiredness when friendships cross professional boundaries. While, friendships enhance engagement by fostering psychological safety, which allows employees to express concerns and share ideas openly. Moreover, workplace friendships assist employees in navigating unclear job responsibilities, thereby enhancing their engagement. (Methot et al. 2016).

H2: Workplace friendship positively and significantly impacts work engagement.

Work engagement is a good, fulfilling psychological state associated with work characterized by enthusiasm, commitment, and absorption. Notably, the employees know the tasks, the steps needed to do those tasks accurately, and the potential routes to success (Gong et al., 2020). These attitudes and behaviors are influenced by the settings in which people work (Karatepe et al., 2023), while a positive environment and behaviors increase employees' work engagement. Work engagement is measured by how committed employees are to their projects on an emotional and intellectual level and how eager they are to go above and beyond to ensure their initiatives succeed. Furthermore, work engagement leads to the financial performance of an organization (Teo et al., 2020).

Additionally, those dedicated to their jobs are 20% better and have an 87% lower turnover rate. This leads to increased employee productivity and employee participation in raising a firm's turnover (Luthans, 2002). According to research, high work engagement is correlated with high employee performance (Neuber et al., 2022). The relationship between workplace friendship and employee flourishing in the context of their current employment to explain

work engagement. Psychological techniques can be used to increase work engagement; they simply direct the employees' emotions toward the completion of tasks (Badri& Ramos, 2022).

H3: Work engagement significantly mediates the relation between workplace friendship and Workplace affective well-being.

The workday seems to move more quickly, benefiting the bottom line. It has been demonstrated that collaboratively laughing employees are more creative, helpful, effective, and efficient. Positive humor has also been demonstrated to boost employees' performance. Executives who include jokes and fun in their work if they are appropriate, get more support for their subordinates, inspire employees, earn more money, and get promotions in their careers more quickly (Brender & Reizer, 2021). Positive humor in the services sector, specifically in banks is more important as the banks' job is serious and sensitive. It is an important factor in the workplace and helps prevent office monotony (Pham & Bartels, 2021). Interpersonal interactions, a positive and enjoyable work atmosphere, and the quality of relationships among coworkers can all be enhanced by sharing humor. Thus, utilizing humor at work may be a healthy coping mechanism that aids in managing the stress and pressure of the job. It brings more camaraderie and fun to the workplace (Van et al., 2020).

It can reduce status differences between leaders and subordinates, dismantle barriers between individuals, and help organizations become more responsive. It is an essential component of workplace culture (Cheng et al., 2021). Positive humor plays a vital role in providing relaxation and release from stress, anxiety, and tension, which improves performance. If you want to succeed as a manager and positively influence the tasks you work on, you must hone your sense of humor (Bartik et al., 2021). On the contrary, in a noisy, hostile, poisonous, or even aggressive setting, the employee's performance is likely to be very low. The existing research explored that the team may become disinterested if they don't have a little humor, cease forming connections, and find it difficult to focus on their assigned work (Jalili Saharanpur et al., 2021). A plan carried out by a group of failed people will probably encounter many more difficulties and have a more challenging time overcoming barriers than the task involving a team that gets along well and enjoys themselves (Huber, 2022).

H4: Positive humor moderates the relationship between workplace friendship and work engagement and promotes Workplace affective well-being.

Workplace Friendship and Work engagement together improve employee productivity and help create a more successful organization with the support of positive humor. Friendships at the workplace foster a more encouraging atmosphere that lowers stress and enhances employees' mental health (Plested& Hutchison, 2016). As Friedman points out, these interactions enhance psychological safety boost productivity, and consequently help the organizations to grow (Friedman & Dutton, 2018). The employees feel free to express their opinions in a supportive work environment because they know their boss will back them. These workplace friendships foster increased creativity and productivity, resulting in a successful organization (Jyoti, 2022).

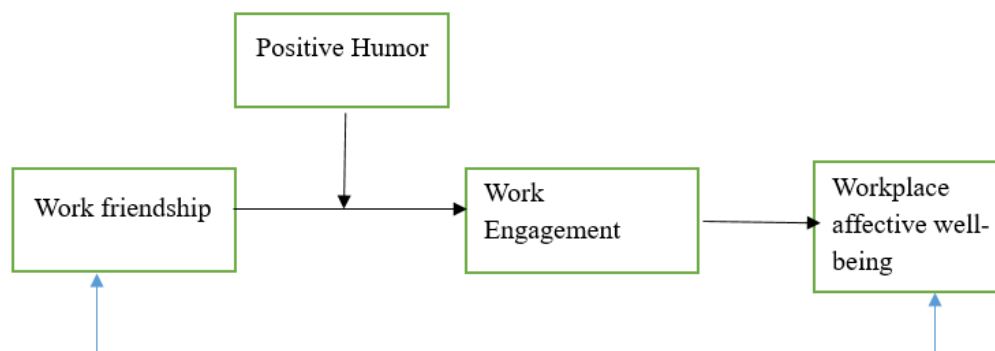
H5: Positive humor significantly moderates the relationship between workplace friendship and work engagement and promotes Workplace affective well-being.

Furthermore, while creating competition and positive humor satisfies the need for autonomy by instilling a sense of volition and ownership, creating humor encourages a sense of

relatedness and belongingness (Georgantas & Montgomery, 2022). However, creating competition explicitly fosters the experience of efficacy and achievement (i.e., competence). Additionally, the transitory character of humor at the workplace determines if the relationships between work engagement and need satisfaction apply to the current and subsequent workday (Jalili Amanpour et al., 2021). The increased work engagement and friendly environment not only flourish the employees but also lead to the success of an organization (Bowen et al., 2020).

3. Research Framework

Research Model



4. Methodology

According to Rubin (1987), a key tactic for putting the hypothesis to the test is research design. The primary goal is to plan and set up the research study to maximize validity (Mouton & Marais, 1996). It is an organized framework that handles the research process and tests the hypothesis. The research process and its associated facets are managed within this methodical framework. The framework for the research's action plan is called research design. As a researcher's plan that outlines the process and the methods for obtaining and evaluating the necessary data, Zikmund (2003) defines research design and its widely used types. The following components of research design are involved: the unit of study, the time horizon, and the form setting. A hypothetical-deductive technique is used in research. Using this approach, the first step is identifying the issue and the gap that needs to be filled in the population's contextual situation. This provides a clear explanation for this query, and problems are identified. What is the population's inadequate research gap? Where the research is being conducted. Then, many researchers gathered earlier information and literary writing through research, even offering a hypothesis supporting our model. A hypothesis is created to assess by applying a statistical model. Data is gathered from study samples and the population to calculate statistics. The analysis's length, goal, intention, and description all have a role in choosing the analytical unit. An individual, a group, or an organization can serve as an analytical unit. In micro-level research, the unit of study is the individual, but it focuses on groups on a larger scale. The macro-level study focuses on social structure, social practices, and the linkages between these.

The variables and research methodology used to determine which unit of analysis is carefully defined. Every person has a different perspective on every given variable; therefore, finding

the right people is especially important to find accurate data. the unit of analysis was staff from banks for this study. The study's unit consisted of individuals who were employed by the top five banks of Pakistan situated in Rawalpindi and Islamabad. In this research methodology, the managers and employees provide information regarding workplace friendships and employee flourishing: work engagement and positive humor. The 255 employees of the five banks in Islamabad and Rawalpindi, two Pakistani cities, comprised the research population. Since the study is confined to Rawalpindi and Islamabad, only banks with branches in the city are considered. The study is also limited to public and private sector banks with branches in Rawalpindi and Islamabad. These banks are given first preference. Rawalpindi and Islamabad have a variety of public and private banks operating within the city. For this study, a selection of public and private banks has been selected to ensure a diverse sample. While there are several ways to gather data, the questionnaire approach is the most suitable. A variety of sources and modified questionnaires were used to collect data. This sampling technique is popular in social science research projects since it is efficient in terms of time and energy consumption and yields few errors in the data and information collected. We assume that the information gathered by the community accurately represents the Pakistani employees of the banks. Survey questionnaires for data gathering have been given to workers at banks in Rawalpindi and Islamabad.

Several sources were utilized to customize the questionnaire for every element and collect data from the respondents. Questionnaires were delivered to various people from banks using the convenience sample methodology. A Likert scale with multiple points was utilized to gather data for each variable. Employees responded to the questionnaire on all criteria, including workplace friendship, work engagement, positive humor, and employee flourishing. The questionnaire comprised six demographic variables related to respondent gender, age, qualification, experience, marital status, and employment status. Responses were gathered using a five-point Likert scale with options for strongly disagree, disagree, neutral, agree, and strongly agree.

5. Data Analysis and Results

The demographic data of the 255 respondents was examined using descriptive statistics. The identities of respondents and organizations were maintained as selections, and these particulars were excluded from the SPSS analysis. The research aims to identify the relationship between workplace friendship and employee flourishing, emphasizing the moderating effect of positive humor and the mediating role of work engagement. Thus, the names of respondents and organizations were considered irrelevant to the researcher.

Table 1: Descriptive Statistics of Variables

	Min.	Max.	Mean	SD
Workplace Friendship	1.00	5.00	3.74	0.72
Work Engagement	1.00	5.00	4.07	0.61
Positive Humer	1.00	5.00	3.95	0.60

Workplace affective well-being	1.00	5.00	3.93	0.73
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These mean statistics propose that most respondents choose the 'agree' option for all variables in the survey form.

5.1 Reliability

The Cronbach's Alpha method was utilized in SPSS to evaluate the dependability of the data. A pilot study was undertaken to assess the reliability of the research questions included in the survey instrument. The specific Cronbach's alpha values for all four variables are presented in Table 12, indicating their reliability and validity for data gathering.

5.2 Correlation Analysis of Variables

A correlation analysis was conducted, wherein Workplace Friendship (WF) was treated as the independent variable, Work Engagement (WE) as the mediating variable, and Positive Humor (PH) as the moderating variable. In contrast, Workplace affective well-being (WAW) was the dependent variable. The variables were generated before conducting bivariate correlation analysis using SPSS-23. All figures demonstrated significance at 0.01 or 99.99%, and ** denoted that all the relationships were significant at 0.01 level (2-tailed).

Table 1: Correlation Analysis of Variables

	Workplace Friendship	Workplace affective well-being	Work Engagement	Positive Humor
Workplace Friendship	1			
Workplace affective well-being	.652**	1		
Work Engagement	.605**	.759**	1	
Positive Humor	.575**	.641**	.721**	1

Results reveal that when the same variable is correlated with itself twice, the outcome is 1. Therefore, the correlation of all variables with self was 1. The value of workplace friendship (WF) with Workplace affective well-being (WAW) was 0.652, meaning the correlation between the respective variables is significant. The coefficient correlation values for EF and WE were 0.605, and WF and PH have correlation values of 0.575. The two-tailed Pearson's correlation's p-value is significant at the 0.01 level, reflecting 99.99% confidence in the correlations' strength and likelihood of recurrence in future research. All variables show positive and significant relationships with each other.

4.7.1 Relationship between Workplace Friendship and Workplace affective well-being

For regression analysis, workplace friendship was treated as the independent variable (IV), and employee flourishing was treated as the dependent variable (DV). For regression analysis, R, R², unstandardized β and significance (p-values) values, and Durbin Watson values were considered. These values were obtained after employing regression analysis in SPSS-23.

Table 2: Regression Analysis of Workplace Friendship and Workplace affective well-being

R	R Square	Unstandardized β -value	t-value	Sig.	ANOVA Sig.	Durbin Watson
0.652	0.425	0.550	13.672	0.000	0.000	2.02

For workplace friendship (WF), the correlation coefficient (R) was 0.652, indicating a moderate positive correlation between the independent variable (WF) and the dependent variable (WAW). The coefficient of determination (R^2) was 0.425, suggesting that 42.50% of the variance in the dependent variable (EF) is explained by the independent variable (WF). The standardized regression coefficient (β) was 0.550, indicating that a one-unit increase in the independent variable (WF) results in a 0.550-unit change in the dependent variable (WAW). The t-value was 13.672, and the p-value was 0.000, confirming the model's statistical significance and adequacy. As mentioned above, the results displayed in the table show that our hypothesis is accepted, which means a significant positive relationship exists between workplace friendships (WF) and Workplace affective well-being (WAW).

4.7.2 Relationship between Workplace Friendship and Workplace affective well-being

For regression analysis, workplace friendship was treated as the independent variable (IV), and employee flourishing was treated as the dependent variable (DV).

Table 3: Regression Analysis of Workplace Friendship and Workplace affective well-being

R	R Square	Unstandardized β -value	t-value	Sig.	ANOVA Sig.	Durbin Watson
0.605	0.365	0.508	12.071	0.000	0.000	1.92

For workplace friendship (WF), the correlation coefficient (R) was 0.605, indicating a moderate positive correlation between the independent variable (WF) and the dependent variable (WAW). The coefficient of determination (R^2) was 0.365, suggesting that 36.50% of the variance in the dependent variable (WAW) is explained by the independent variable (WF). The standardized regression coefficient (β) was 0.508, indicating that a one-unit increase in the independent variable (WF) results in a 0.508-unit change in the dependent variable (WAW). The t-value was 12.071, and the p-value was 0.000, confirming the model's statistical significance and adequacy. As mentioned above, the results in the table show that our hypothesis is accepted, which means a significant positive relationship exists between workplace friendship (WF) and work engagement (WE), being our mediator.

4.7.3 Relationship between Work Engagement and Workplace affective well-being

For regression analysis, workplace friendship was treated as the independent variable (IV), and employee flourishing was treated as the dependent variable (DV), while it is a mediator in our study.

Table 4: Regression Analysis of Work Engagement and Workplace affective well-being

R	R Square	Unstandardized β -value	t-value	Sig.	ANOVA Sig.	Durbin Watson
0.759	0.576	0.762	18.535	0.000	0.000	1.96

For work engagement (WE), the correlation coefficient (R) was 0.759, indicating a moderate positive correlation between the independent variable (WE) and the dependent variable (WAW). The coefficient of determination (R^2) was 0.576, suggesting that 57.60% of the variance in the dependent variable (WAW) is explained by the independent variable (WE). The standardized regression coefficient (β) was 0.762, indicating that a one-unit increase in the independent variable (WF) results in a 0.762-unit change in the dependent variable (WAW). The t-value was 18.071, and the p-value was 0.000, confirming the model's statistical significance and adequacy. As mentioned above, the results displayed in the table show that our hypothesis is accepted, which means a significant positive relationship exists between work engagement (WE) and employee flourishing (WAW).

5.3 Mediation Analysis

Multiple regression analysis was conducted using SPSS to validate the mediating variable's role in work engagement. Workplace friendship (WF) serves as an independent variable, work engagement (WE) acts as a mediating variable, and employee flourishing (EF) is a dependent variable.

Table 5: Mediation Analysis (WF, WE and EF)

Regression Analysis (WF and EF)							
Variable	R	R^2	F	Sig.	β (Unstandardized)	T	Sig.
WF	0.6045	0.3654	145.740 4	0.0000	0.5083	12.0708	0.0000
a. Dependent Variable: Workplace affective well-being							
b. Predictor							
c. (Constant), Workplace Friendship.							

Table:18 Regression Analysis (WF, WE and EF)

Variable	R	R^2	F	Sig.	β (Unstandardized)	T	Sig.
WF	.7966 ^a	.6346	218.87	.000	.2568	6.3658	.0000
WE			31	^b	.5770	12.0281	.0000
a. Dependent Variable: Workplace affective well-being							
b. Predictors: (Constant), Workplace Friendship, Work Engagement							

Results showed that for both variables treated under the category independent variable, R was 0.7966, R^2 was 0.6346, and its significance was 0.000 or close to 100%. For WF, the unstandardized β was 0.2568, t was 6.3658, and its significance was 0.000 or close to 100%. For WE, the unstandardized β was 0.5770, t was 12.0281, and its significance was 0.0000 or 100%. WF substantially impacted employee flourishing, whereas work engagement has a mediating effect on employee flourishing. This confirms the presence of mediation.

5.4 Moderation Analysis

Moderation analysis was performed using Prof. Andrew F. Hayes' PROCESS Macro (Model 1) within SPSS. In this model, the moderator variable serves as a catalyst, modulating the

strength of the relationship between independent and dependent variables. Specifically, Hypothesis () posits that Positive Humor moderates the relationship between Workplace friendship (WF) and employee flourishing (EF).

Table 6: Moderation effects of Positive Humor on the relationship of WF and WAW

	B	SE	T	P	LLCI	ULCI
CONSTANT	0.6862	0.4591	1.4946	0.1363	-0.2180	1.5904
Workplace Friendship (WF)	0.5824	0.1371	4.2489	0.0000	0.3125	0.8524
Positive Humor (PH)	0.5317	0.1246	4.2658	0.0000	0.2862	0.7772
Int_1	-0.0594	0.0342	-1.7363	0.0837	-0.01267	0.0080

Table 18, mentioned above, displays the relationship between IV and DV in the presence of a moderate variable. The p -value of WF is 0.000, which indicates a significant relationship between WF and WAW. The p -value of PH (moderating variable) is 0.000, which also shows a substantial relationship between PH and WAW. The p -value of interaction is 0.0837, which reveals that the moderator's relationship with IV is insignificant. The value of the coefficient is -0.0594. It is in a negative direction, which demonstrates that the moderating variable (PH) has a negative effect. Moreover, the LLCI value is -0.0126, and the ULCI value is 0.0080. Both values are in different directions.

6. Discussion

This section pertains to the thorough review of the hypothesis developed considering the theory and empirical data using literature and interpretation of the results. The chapter is organized into three primary sections: Part one covers the experiment's findings and hypothesis results; Part two addresses the implications for theory and practitioners; and Part three addresses limits and future research. Examining the direct and indirect relationships between workplace friendship and employee flourishing was the goal of this study. The study also investigated how work engagement mediated the relationship between workplace friendship and Workplace affective well-being. The moderating effect of positive humor workplace engagement in five banks of Pakistan (Rawalpindi and Islamabad) was investigated in the conceptual model study. The findings align with previous studies demonstrating that workplace friendships enhance employee engagement and job satisfaction (Prasanth & Janani, 2023). Robust interpersonal relationships in the workplace foster psychological safety, allowing people to excel in their professional capacities (Gupta, 2020).

This will help them cope with stress and create a laid-back atmosphere they want to be known for, increasing their motivation and enabling them to complete tasks more effectively. Aspects or qualities of the workplace that can encourage favorable emotional responses in people, such as enjoyment, amusement, and light-hearted delight, are referred to as fun (H4 & 5). In one of the first articles on the topic, Ford, McLaughlin, and Newstrom (2003) defined fun in the workplace as a work environment that intentionally promotes, initiates, and supports a range of delightful and enjoyable activities. According to McDowell (2004), having fun at work involves engaging in entertaining, humorous, or playful activities that are not

specifically related to the job. To offer a more comprehensive definition of workplace enjoyment. Fluegge (2008) defined it as any task-related, social, or interpersonal activities that are light-hearted or amusing and give someone pleasure, amusement, or delight at work. Although humor is a universal phenomenon, it is also culturally influenced. The current body of study examines how culture influences how people perceive and use humor as well as the consequences of humor for psychological health. Previous studies have demonstrated that Easterners do not view humor with the same optimism as their Western counterparts. According to Zhang et al., (2021), Easterners are less prone than Westerners to use humor as a coping mechanism because of this understanding. When it comes to humor, Westerners and Easterners have very different perspectives. Westerners emphasize the value of humor in their daily lives, integrate humor with positivism, and consider humor as a desirable quality of an ideal self. Conversely, Easterners have fewer positive views towards humor (Abe, 1994). In addition to being intercultural, humor is a pan-cultural phenomenon. Previous studies provide strong evidence that cultural differences exist in the definitions of humor, their application, and the connection between humor and psychological health. According to Chen and Martin (2007), the employees' inability to distinguish between the various types of humor and their perception of positive humor as negative, as well as the fact that Pakistani banks' cultures forbid such a humorous atmosphere at work, are additional reasons why this hypothesis was rejected.

7. Conclusion

This study aims to measure the impact of workplace friendship on Workplace affective well-being. Present research proves that workplace friendship plays a significant role in Workplace affective well-being. As this study is conducted in the banking sector. As the work in the banking sector is tough, employees feel frustrated. Therefore, workplace friendship plays a significant role in employees' flourishing. Further, they feel more engaged in work and their productivity increases. However, this study proves that humor does not play any significant role in employees flourishing. As humor is taken negatively in Pakistani culture, therefore it does not help in Workplace affective well-being and increases their productivity. People generally believe that negative humor, which is hostile and insulting, is bad for leadership and positive humor, which is inclusive, libelous, and tasteful, is good. However, it is revealed that the effects of humor depend on the culture and perception of the employees working in Pakistani banks, so the results show otherwise.

7.1 Limitations and Future Directions

Even though this study provided empirical support for the relationship between the variables chosen, sample limitations are unavoidable. Second, the study's scope is somewhat limited, making it impossible to examine all facets of workplace friendship and Workplace affective well-being simultaneously. Future studies may investigate sector-specific differences and cross-cultural viewpoints regarding workplace friendships and humor. Secondly, the research depends on self-reported data, which may be influenced by social desirability bias. Future study may integrate multi-source data gathering techniques, including peer assessments and longitudinal investigations, to strengthen the validity of results. Ultimately, although the study investigates positive humor, it fails to distinguish among distinct categories of humor, including affiliative, self-enhancing, or hostile comedy. The study also investigated how work engagement mediated the relationship between workplace friendship and Workplace

affective well-being. The moderating effect of positive humor workplace engagement in five banks of Pakistan (Rawalpindi and Islamabad) was investigated in the conceptual model study. The findings align with previous studies demonstrating that workplace friendships enhance employee engagement and job satisfaction (Prasanth & Janani, 2023). Robust interpersonal relationships in the workplace foster psychological safety, allowing people to excel in their professional capacities

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