

Job Performance Dependence on Family Motivation for Energizing Efforts and Reducing Stress

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Abstract

It's a universal truth that people perform minimum two different roles in life; one within the family and other at work. People performance varies on both platforms. This study discusses performance of these people and concludes that family motivation is the major reason which positively effects people performance at work. This research highlights the implication of the absence of family motivation; which results in poor performance and low self-esteem of a person. Job performance of a person depends on many things, such as self-motivation, workplace environment, co-workers, monetary benefits, nature of job and family motivation. Among above all, there is a perception that family motivation is a precious tonic which increases energy and reduces stress of among employees. In this study, the impact of family motivation on job performance, is summarized, in the absence of intrinsic and extrinsic motivation. The data for this study was collected from the employees of a different media firm situated in Lahore. We randomly invited 200 employees to fill the questionnaires. We managed all the data, analyzed it and explored that most employees agreed that family motivation was the key parameter which increases job performance, by boosting the energy levels of a person, in the absence of intrinsic motivation. However, on the other hand, it was also observed that family motivation did not reduce the stress of employees. Hence, it was concluded based on our study that where intrinsic and extrinsic motivation did not exist for employees; there only "family motivation" could be a powerful source for enhancing performance of employee in the organizations.

Keywords: Family Motivation; Energy; Stress; Job performance

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Introduction

When work is more interesting, then employees are more motivated and ready to perform in the organizations. However, this study only focuses on one type of motivation which is family motivation (FM). It is a known fact that family is the most important part of a social relationship in all cultures and it is impossible to survive without family in society (Navarra, 2007; Rastogi and Chaudhary, 2018). “The family is a natural context for both growth and healing—The family is the natural group which over the ages has evolved patterns of interacting” (Minuchin and Fishman, 1981).

We explain the other theory of family support in which some employees are readily available to work under any role and responsibility with high level of energy levels than employees who are fulfilling successfully life demands (Russo et al., 2016; Tariq and Ding, 2018). Here, one major motivation to work effectively is to purchase necessities for family and fulfilling household shoulder responsibilities, which drive many persons to purchase necessities for their households (Bernard, 1981; Brief et al., 1997; Wrzesniewski et al., 1997). “Some has directly observed the effects of family on one person’s work” (Rosso et al., 2010). Recent researches have shown that the family may distract the persons from their work duties. They argue that family bond produces interference in one person’s job, hence performance of that person decreases gradually. This group of people contend the person who is fulfilling family demands and giving much time to family is wasting his time because this time could be spent on work (Greenhaus and Beutell, 1985; Lapierre et al., 2012). According to all discussions on this family-work debate, it is agreed that families have an indispensable role in the effective production of an employee in his company. Similarly, when the job is monetarily beneficial to a person to keep his family happy, then the employee will work with more motivation. Hence, family happiness and motivation both are interlinked and have a direct effect on employee’s performances at work so no one can deny it (Grant, 2008). Energy means that ‘one person agrees to act and is competent for acting’ (Quinn and Dutton, 2005). Energy is a powerful motivational force which forms, a pleasant and healthy working environment for both companies and employees (Cole et al., 2012). Energy can be generated by some short term or long-term events of happiness; hence this situation of energy can be temporary or long lasting depending upon the circumstances (Quinn and Dutton, 2005).

Organizations gain more when employees perform well in their work activity and earn the trust and highest degree of performance, as compared to those who do not take an interest in the work (Bakker and Bal, 2010; Christian et al., 2011); they gain high scores in performance appraisal from their clients and mentors (Bakker et al., 2012; Halbesleben and Wheeler, 2008). In the literature

related to occupational stress, it has been observed that persons having stress can participate in both activities of family and work so that they can be relaxed by diverting their attention. In some researches, it has been proved that distressed persons cannot develop strong relationships at home or workplace, as compared to those who are happy and enjoying good quality work (Barnett et al., 1992).

Our research explores four points in the context of family dynamics and motivation. First, we understand FM as a meaningful type of motivation (Rosso et al., 2010); second, we understand that self-interest and friendly relation work together (Grant, 2008; Grant and Berry, 2011); third, FM and psychological force can work as a replacement to each other to increase the performance of a person in the absence of inborn motivation; and fourth, a new psychological way is identified, in favor of family-work research, which can support families to produce more effective at work and experience more emotions positively (Menges et al., 2017).

Aim of the Study

The search model has been explained in figure 1, which shows job performance (JB) related to FM with mediation, energy and stress, in the hooky of extrinsic motivation and intrinsic motivation. FM is like a pro-social motivation treated. Basically, this study was organized in the Mexican company of United States, where employees were doing a job in shifts, and proposed how much FM effect on JB when intrinsic motivation is low via energy and stress. The main objective of this research is to conduct within Pakistani culture and observe how the FM effects JB in the hooky of self-motivation. In this study, we took samples of part time and full-time workers from the media sectors.

Family Motivation and Job Performance

FM means employees put an effort in the organization for their family benefits; this motivation acts as a pro-social motivation (Menges et al., 2017). Pro-socially motivated means employees help to a group or community anywhere (Grant et al., 2007; McNeely and Meglino, 1994). This study considers that employees are pro-social motivated only for their families (Menges et al., 2017). Family means associated by biological ties, social custom, marriage or adoption (Edwards and Rothbard, 2000). FM is relevant when the employee has a relay on his family or at home; the family does not mean only children and spouses, and it also refers to parents, aunts, cousins, grandparents or another kind (Burnstein et al., 1994).

It is found that supporting the family is one of the fundamental reasons for employees doing a job from “North America” (Wrzesniewski et al., 1997;

Brief et al., 1997; Tariq and Ding, 2018) to “Southeast Asia” (Morling and Kitayama, 2008). In other research, employees discuss their dreams in which 86% focus on being a decent family participant (Pratt, 2000). Another researcher suggests family is main source for employees psychologically involvement of their households during work (Edwards et al., 1999; Jeffrey et al., 2006; Lambert, 1990). Family as one way to motivate employees has received less empirical or theoretical attention (Rosso et al., 2010). FM is a concept from pro-social motivation, as it pays attention to outsiders in the workplace; they are not directly affected on employee’s services, products, task, and contributions, thus pro-social motivation directly related to customers and coworkers depend on significant high duty (Grant, 2007). Moreover, all types of pro-social motivation mostly depend on organizations and job (Grant, 2007). Finally, pro-social motivation and FM is autonomously related as comparing extrinsic motivation (Menges et al., 2017). According to self-determination theory, extrinsic motivation in which employees are doing work to get rewards and to keep away from punishment, this theory identifying FM which employees works are related with core value and these values integrating into complete value systems (Gagné and Deci, 2005). In short, “family motivation” should be considered as the main source of JB and work identify.

JB is the efficiency of the employee’s contributions to organizational goals (Motowidlo, 2003). A perception when organizational employees do better when they emphasize their personal ideas, responsibilities and as a good role model. In short, employees also see the family role and considered an important part of their life, they spend more time in the workplace (Rothbard and Edwards, 2003), and woman, children, and men are highly productive at the workplace as compared those employees who have no families (Krapf et al., 2017; Pandey, 2019).

Hypothesis 1: There is a positive relationship between the family motivation and job performance.

We have supposed that FM will enhance energy, especially when intrinsic motivation is unavailable (Menges et al., 2017). Energy is a type of high stimulation positive effect, replicating the level to which an employee senses a sense of energy—psychologically forceful (Reis et al., 2000; Ryan and Frederick, 1997). Literature shows intrinsic motivation to compare with energy: when an employee wants to work because they search interesting way (Kasser and Ryan, 1996; Nix et al., 1999; Saavedra and Kwun, 2000).

When intrinsic motivation is not existing, energy as it is to falter: when the employee’s task process is not interesting, employees have less excitement for their task or work then push them to perform the work in which mostly exhausting

(Grant and Sonnentag, 2010). So, a meaningful objective can render energy when employees do work for the family's benefits, job become more worth full, resulting that more employee's engagement in the workplace (Kahn, 1990). Author study found that concentration and attention on work, as opposite becoming distracted (Rothbard, 2001). Moreover, energy spills over high work associated effort, mostly energized people feel more physically and mentally refreshed as compared to their counterparts, they already have resources for doing the job (Brown and Leigh, 1996; Taris, 2006). If the employee has no energy for doing the job, then they struggle to focus on attention and also put efforts to cross barriers. Like when an employee has less energy than they performed all work with errors (Goldberg and Grandey, 2007). On the other hand, employee has more energy than they perform with effectiveness (Quinn, Spreitzer, and Lam, 2012; Pandey, 2019).

In short, we predict that FM is an energizer force for employee to do their work with high performance. If employees are already intrinsic motivated, it means that employee is doing the job in good work environment. If intrinsic motivation is low, then FM considers more important or as a primary external energy way to the job (Menges et al., 2017).

Hypothesis 2(a): There is a positive relationship between family motivation and energy.

Hypothesis 2(b): There is a positive relationship between energy and job performance.

Hypothesis 2(c): The Indirect effect of family motivation on job performance is displayed through high energy.

Family Motivation, Stress and Job Performance

Every organization, it may be small or big has stress at work place; work place stress has a direct effect on the employee's performance (Qureshi et al., 2013). "Three scales are measuring general stress, emotional stress and social stress with their consequences" (Davis IV, Orzeck, and Keelan, 2007). An employee may face psychological as well as physical problems from stress e.g. headache, sleeping problem, more feel cold, fuzzy thinking, libido, and feeling of frustration (Silva, 2006).

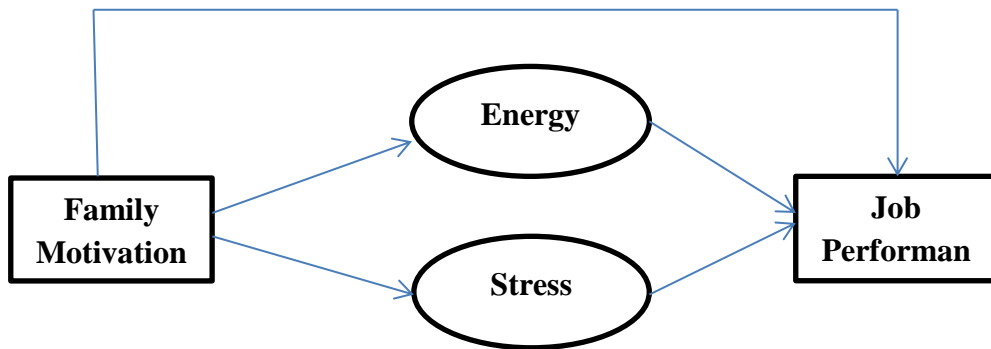
Likewise energy, we predict that FM has the inverse association with feelings of stress. According to the employee's experiences, there are a variety of reasons for stress at the workplace, if intrinsic motivation is less existing. If intrinsic motivation is low, they become responses to burnout, stress and emotional exhaustion (Rastogi and Chaudhary, 2018; Grant and Sonnentag, 2010; Houkes et al., 2001). Employees experience due to externally control as sense of

pressure creates (Gagné and Deci, 2005; R. Ryan and Deci, 2000; Stollberger et al., 2018). There is much evidence that focuses on motivation because it is reducing stresses and increases the health of employees' life (Farrell, 2010; Konrath et al., 2012). When employees strongly depend on FM then they treat job only their families beneficial, it is a type of cognitive job crafting (Wrzesniewski and Dutton, 2001).

We analyze other scholars who found that there is a curve-linear association between job performances and stress (Yerkes and Dodson, 1908). We predict that is a negative association between stress and FM particularly when intrinsic motivation too low. When an employee understands the meaning of difficult and unpleasant events, then they take fewer stresses (Davis et al., 1998; Park and Folkman, 1997). We are using the lens of action identification theory (Vallacher and Wegner, 1987, 1989). The robust motivation is one who provides a support to the employee then doing unpleasant work.

- Hypothesis 3(a):** There is a negative relationship between family motivation and stress.
- Hypothesis 3(b):** There is a negative relationship between stress and job performance.
- Hypothesis 3(c):** The Indirect effect of family motivation on job performance through low stress.

FIGURE-1 THEORETICAL MODEL



Employee's FM inverse effect on JB through high energy is reducing stress in the organization.

Method

Data Collection Procedure

In order to generalize our study outcome, the sample size was selected by following Kline (2015) and Field (2013), who suggested the approximately 10 against each item in the questionnaire (i.e. No of item in questionnaire * 10 respondents from targeted population) from target population is an essential condition to infer best possible results about target population. Our survey instrument consisted of 20 items, so the sample size of 130 respondents is quite enough to analyze our model as well as to generalize our findings. By keeping in mind, the possibilities of missing data and non-respondents, we circulated survey instruments among 200 News Channels employees. In responses were received back 147 questionnaires, from which 130 were complete and valid. So, our overall response rate was $130/200 = 65\%$.

Depending on one circumstance of employees on family members; therefore, some employees are doing the job only for supporting their families and some for other reasons like to full fill expenses of their education. Therefore, every employee has the different level of family motivation. We have used the non-experimental design for this research because this study was conducted on organizations. We targeted media firms situated in Lahore where employees are doing a job with energy or stress to maintain their work-life balance. Cluster sampling method of the probability sampling technique was used because media firms have homogeneity among themselves and the nature of the group is seen in the population. We randomly chose one cluster from sampling frame (City 42, 24, 92 Channel, Sama News, Express News, Geo News and Dunya News), a sample was collected from a cluster and then the data was analyzed and generalized to support hypotheses. Unit of analysis is an element that is available for selection in some stages of the sampling process. Organization (all employees) was a unit of analysis in the study. A structured questionnaire was measured predictor, criterion and mediation variables. Each construct has indicators. We used cross-sectional study in which data is collected at one time or after some duration. This study was to predict employee's motivation, constant mechanisms in stress, energy and JB among dissimilar employees.

Measures

Pilot study

Before taking comprehensive sample size, we conducted a pilot study among 40 employees, who worked in media firms in Lahore, the basic purpose of pilot study was to check construct validity of measures. We asked questions

through questionnaires from them, they provided responses for each item according to construct a definition with clarity. We conducted an entire survey from employees also and tested the reliabilities of each measure. The Cronbach's alphas of variables have also been measured.

Family Motivation

We measured FM construct through survey with the help of existing measures. The items used 5 points Likert scale (1 strongly disagree, 5 strongly agree). After taking the sample, we saw employees were doing a job to support their children, spouses, parents, and others. The variable FM items were "I carefulness about supporting my family", "I want to help my family", "I want to have a direct influence on my family," "It is significant for me to do good for my family," and "My family welfares from my job" (Grant, 2008; Ryan and Connell, 1989).

Energy and Stress

Energy and stress are mediation in the theoretical model. The items were preceded by "This morning, I feel." We used four items for energy: "energetic," "mentally refreshed," "enthusiastic," and "satisfied" and three items for stress: "stressed," "exhausted," and "strained" (Van Katwyk et al., 2000). Likert scale 5 points were used in the instrument.

Job Performance

JB is the dependent variable in the theoretical model. It measured by the employee's supervisor feedback or rating. The items were used "This employee makes a significant contribution to the overall performance of our work unit," "this employee always completes job assignments on time," "this employee is one of the best employees in our work unit," and "this employee performance always meets the expectations of the supervisor" (Farh and Cheng, 1997).

Control variable

Intrinsic motivation and extrinsic motivation are controlled variable in this study. We want to see how much FM impact on JB in the absence of intrinsic and extrinsic motivation.

Results

We have found descriptive statistical analysis in SPSS software. This analysis measured person correlations among variables and demographics. We calculated Means, standard deviation and cronbach alpha of each construct that we used in our research. The values of descriptive statistic showed in table 1, where means and standard deviation of all demographics and variables defined. Means was lying of variables in between 2.50 to 4.24; standard deviation was lying in between 0.687 to 1.127. These ranges were describing that mostly employees gave responses on Likert scale that was consisted on 1 disagree to 5 strongly agree.

Table 1: Descriptive Statistics

Table 1 show Means, Standard Deviation, Correlations and Reliabilities among all variables

Variables	M	SD	1	2	3	4	5	6	7	8	9	10
1: Age	2.56	.819										
2: Marital status	1.54	.566	.619**									
3: Qualification	2.92	.926	.138	.006								
4: Job categories	1.54	.814	.110	.002	.037							
5: Income	3.09	1.39	.289**	.350**	.337**	.276**						
6: Living	1.94	.389	.177*	.229**	.027	.174*	.029					
7: Family motivation	4.24	.720	.080	.112	.011	-.040	-.088	.082	(0.79)			
8: Energy	3.69	.868	.253*	.196**	.266**	.027	.117	.085	.418**	(0.81)		
9: Stress	2.50	1.13	-.116	-.138	.080	-.110	-.027	.002	-.125	-.143*	(0.86)	
10: Job performance	4.03	.687	.173*	.155*	.162*	-.013	.146*	.106	.510**	.414**	-.112	(0.80)

**** Correlation is significant at the 0.01 level (2-tailed).**

*** Correlation is significant at the 0.05 level (2-tailed).**

Note: N=200. M, mean; SD, Standard deviation; values in brackets are chronbach's alpha.

We also calculated cronbach's alpha to find out internal consistency reliability of among the items of each variable. We checked the internal consistency of each variable value that should be equal and greater than 0.7 (Cronbach's, 1951). In table 1 show that FM $\alpha = 0.79$, energy $\alpha = 0.81$, stress $\alpha = 0.86$ and JB $\alpha = 0.80$. So, all variable values show all items of each construct are reliable in this study. We find out through demographics mostly employees were

living with families 1.92, most employees were in between 31-40 age. The result of H1 describes FM increase JB $r=.510$ ($p<.01$). H2a suggest FM and energy also has positive correlation $r=.481$ ($p<.01$). H2b suggest energy and JB has more significant relationship $r=.414$ ($p<.01$). H3a suggest family motivation and stress a has negative correlation $r=-.125$. H3b suggest stress and job performance has negatively correlated $r=-.112$.

Table 2: Process Macros Results

Hypotheses	Path of Variable	Coefficient	BCCI
			Lower to Upper
Direct Effect			
H1	Family Motivation ➡ Job Performance	0.4869**	0.3719 to 0.6020
H2a	Family Motivation ➡ Energy	0.5036**	0.3501 to 0.6571
H2b	Energy ➡ Job Performance	0.1928**	0.0910 to 0.2945
H3a	Family Motivation ➡ Stress	-0.1958	-0.4135 to 0.0219
H3b	Stress ➡ Job Performance	-0.0301	-0.1043 to 0.0440
Indirect Effect			
H2c	Family Motivation ➡ Job Performance Via Energy	0.0971**	0.0441 to 0.1740
H3c	Family Motivation ➡ Job Performance Via Stress	0.0059	-0.0062 to 0.0425

Table 2 shows a macro process, it is a regression path analysis tool for SPSS. It is mostly used in health sciences and the social, business fields, for estimating direct and indirect effects of variables and multiple mediator models. In our study, we used JB as dependent variable and FM independent variable and two mediations first energy and the second one is stress. We used multilevel of analysis to check the hypotheses with mediation (Preacher, Zhang, and Zyphu, 2011). Hypothesis 1 suggested that the direct effect of FM and JB have direct association (coefficient = 0.4869, $p<0.05$, Lower BCCI = 0.3719, Upper BCCI = 0.6020) so it is a significant positive relationship. Hypothesis 2a stated that FM and energy are more directly related to energy relationships (coefficient = 0.5036, $p<0.05$, Lower BCCI = 0.3501, Upper BCCI = 0.6571). When employees were full family motivated then perform all work with energy. Hypothesis 2b when employee do work with energy then JB also increase relationship (coefficient = 0.1928, $p<0.05$, Lower BCCI = 0.0910, Upper BCCI = 0.2945) it is significant relation. Hypothesis 2c showed inverse influence FM on JB via energy. We used bootstrapping for indirect effect, but it is not use to analysis the indirect effect (Preacher et al., 2010). Hypothesis 3a stated when employee does job with FM then stress of work is decrease (coefficient = -0.1958, $p>0.05$, Lower BCCI = -0.4135, Upper BCCI = 0.0219). It is an insignificant relationship between FM and stress. Hypothesis 3b suggested (coefficient = -0.0301, $p>0.05$, Lower BCCI = -0.1043, Upper BCCI = 0.0440) it is also an insignificant relationship. Last Hypothesis H3c show inverse influence of FM and job performance via stress (coefficient = 0.0059, $p>0.05$, Lower BCCI = -0.0062, Upper BCCI = 0.0425) this mediation also insignificant relationship shows with FM and job

performance. So, hypothesis 3a was not supported in this study (Menges et al., 2017; Pandey, 2019).

Table 3: Hypotheses Testing

Hypotheses		Results
Direct Effect		
H1	Family Motivation → Job Performance	Accepted
H2a	Family Motivation → Energy	Accepted
H2b	Energy → Job Performance	Accepted
H3a	Family Motivation → Stress	Rejected
H3b	Stress → Job Performance	Rejected
Indirect Effect		
H2c	Family Motivation → Job Performance Via Energy	Accepted
H3c	Family Motivation → Job Performance Via Stress	Rejected

We predict family motivation increase JB with high energy and falling stress, but hypothesis rejected that FM does not reduce stress of employee and not increase JB with stress. Hypothesis 3abc was not supported our research. Just FM is increasing energy of an employee during job and enhancing JB.

Discussion

Our research creates the body of knowledge about family motivation's direct and indirect effects on the performance of an employee in the absence of intrinsic and extrinsic motivations. FM is a key factor which compensates one's negative response to uninteresting work, by provoking a sense of pride and high energy. In the beginning of this document, we had claimed that FM has not only increased the motivation level of a worker at work, but it also reduces stress of employee due to work pressure. However, after conducting the survey and analyzing the results we can conclude that FM does not reduce work stress at all. For reducing work stress, employee needs intrinsic and extrinsic motivation both. That's why our Hypothesis 3a, 3b and 3c are not supported by this survey results.

Nonetheless, we cannot overweigh the benefits of FM because of one thing. Different researchers and scholars have identified based on their surveys and observations that families are a major reason for employees' best performances on jobs (Brief et al., 1997). Our study contributes to the growing conversation for the meaning of family-work and explores one more type of motivation which makes the work more interesting and meaning full for those employees who have to support their family socially and financially (Rosso et al., 2010). So, value-based motivation can be another way to develop intrinsic motivation.

Limitations and Future Directions

The implicit and explicit features of FM need to be discovered and identified. In this current research, we were unable to discover any existing and previous examples of FM and did not come across any family benefits provided by an employer to its worker, like contribution in child's school fee, parents medical, Family tours etc. We believe that such type of support from employers can add value in the personal life of employees which can result in better performance and higher profits. We used cross section time to collect the data even stress and energy also measure through questionnaire items, emotional terms stress and energy can be taken on daily base modes like data collect about stress and energy from diaries. However, on the other side, future research can be conducted on the consequence and positive effects of FM on the organization as FM not only increases JB, it also increases job security. For future research, we will motivate to employees through extrinsic motivation and FM both, because in our research, we have learnt that FM could not reduce stress of employees. Financial needs are also necessary for employees to support families and to stay motivated.

Practical Implications and Conclusion

In our daily lives, we observe that sometimes nature of a job or type of work destroys the interest of a worker and he/she starts to lose his intrinsic motivation gradually. However, on the other side of the picture, we also observe that despite the work nature and working conditions, mostly employees show low performances because of absence of intrinsic motivation and extrinsic motivation. Many types of motivations were studied by different scholars to improve the performances of such employees at work. The one research, conducted in USA, concluded that only FM was found adequate to achieve employees' motivation goals. FM proved to be a high energy source for the low self-esteem employees, which resulted in high performance and smooth productivity even in the absence of Intrinsic and extrinsic motivations. However, FM could not decrease the work stress to appreciable levels, for which future researchers will be conducted apparently. Same study was conducted in Pakistan in which conclude that FM can compensate for uninteresting work of employees and may increase JB with high energies, but FM does not reduce the stress of employee at work. Employees need extrinsic motivation for reducing stress and family motivation together to perform well in their organizations.

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