

MODERATED MEDIATION MECHANISM OF FAMILY MOTIVATION ON WORK ENGAGEMENT

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Abstract. *To have competitive advantages, it is necessary for organizations to retain and develop motivated employees. The main objective of this study is to explore the impact of family motivation on employee work engagement through intrinsic motivation, investigate the conditional effect of emotional exhaustion between family motivation and intrinsic motivation, and examine the indirect effect of family motivation on work engagement via intrinsic motivation as a mediator in media firms. The data is collected through a survey questionnaire from the media firm's employees. These media firms are located in Lahore, Pakistan, in the province of Punjab. By using Process Macros (Model 7) on an actual sample of 240 employees and using a convenience sampling technique. The finding of this study shows that family motivation is positively associated with intrinsic motivation, which in turn is positively linked with employee work engagement. The study's findings also showed that intrinsic motivation mediates family motivation and work engagement relationships. Furthermore, results showed that emotional exhaustion negatively moderates the relationship between family motivation and intrinsic motivation as well as the mediating relationship of intrinsic motivation between family motivation and work engagement. Moreover, the study offers consequences for theory and practice.*

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Introduction

Majority of people spend a massive part of their life in the workplace. Therefore, it is important for them to feel excited, to experience a sense of purpose, and to enjoy when they work. Within scholarly literature, both in handbooks and papers, the

work engagement concept has gained considerable attention (Bakker & Leiter, 2010) as a psychological state for many years. It defined as how employees are actually experiencing in their work as energizing and stimulating (element of vigor), meaningful and a significant pursuit (element of dedication), and as something they are fully focused on element of absorption (Bakker, 2014).

The number of work engagement studies has increased rapidly over the last two decades. Perhaps there are two most important reasons of studying this particular phenomenon such as work engagement, 1) it can fluctuate over time and situations within individuals (Bakker, 2014). 2) It is an essential indicator of many organizational, team, and individual level outcomes. i.e. higher in-role task performance, financial returns, team level performance, excellent performance, organizational citizenship behavior, customer satisfaction, higher level external, and internal motivation, high level of creativity, it also create the positive attitudes among employees toward their organization, for example, organizational commitment and reduced sickness absences (Bailey et al., 2017; Orth & Volmer, 2017). Employee engagement is also highly beneficial for contemporary private and public organizations. Engaged employees are committed to the goals and values of their organization (Schaufeli & Bakker, 2004) and can contribute to the success of their organization, for example through in-role performance and extra-of-role performance, for that reason they are valuable addition to the organization.

Furthermore, study has revealed that engaged employees are more persuaded to support their colleagues. Work engagement of team was found to positively correlate with team performance at team level (Costa et al., 2015). A study of Schaufeli and Bakker (2004) also illustrated that employees are excited about their jobs, feel like time flies, can bounce back from hardship; have high energy level. Engaged employees can put all their energies and resources into their work that encourages them to carry out the entire task in effective manner (Bakker & Bal, 2010). In addition, engaged employees showed adaptability, readiness towards change, displayed higher citizenship behavior, are more proactive, and exhibit less deviance behavior in the organization in the time of change (Kira et al., 2012). Recent studies of Hakanen et al. (2018) have confirmed this finding and shown that personnel who are open to new experiences, motivated and energetic at work, are more eager and able to utilize and develop resources on job to increase their engagement to work with time.

Regarding the considerable importance of employee engagement in achieving organizational goals and many other beneficial outcomes, there has been a growing academic interest in identifying contextual and personal attributes that strengthen employee engagement. Gallup Employee Engagement Survey (2011) indicates that more than 70 percent of employees have shown less engagement to their work. Therefore, there is a practical and theoretical need to understand better how and why people engaged in their work. How to prompt employee engagement has been

intensively studied by both professionals and academics in literature as Bakker and Demerouti (2017) explained that that work engagement is enhanced by favorable job characteristics and conditions (i.e. job resources). A study of Hakanen et al. (2018) indicated that engaged employees in the workplace are enthusiastic and motivated therefore they are better able to mobilize and creates resources to further enhance their engagement at work. All resources job and personal are identified as important contributor to work engagement, i.e. goal setting, autonomy, self-efficacy, feedback, organization-based self-esteem, social support, and job satisfaction (Halbesleben et al., 2009).

An increasingly prominent approach for understanding the work engagement predictors includes looking personality traits differences of less or more engaged employees. Recently, the focus has shifted from what kind of employee you ought to be, and what behaviors and characteristics are ideally suited for certain situations to explore and consider how employees get involved in it. To that effect, understanding how motivation can influence their degree of workplace engagement is an important avenue to explore. For that reason, this study is specifically interested to investigate the connections between family motivation and work engagement.

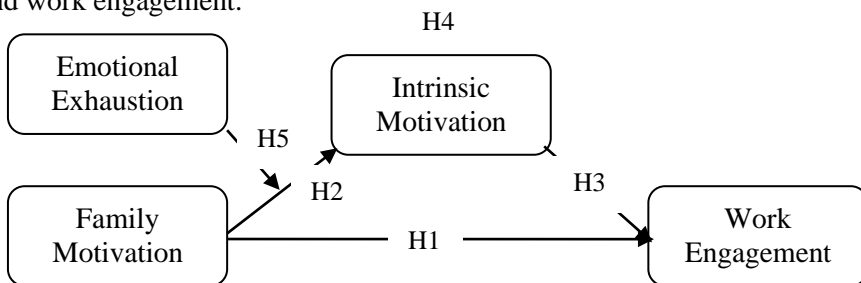


Figure 1 Conceptual Framework

Figure 1 shows the conceptual model. First, our study propose that family motivation will influence the work engagement in positive way, and this association will be clarified by intrinsic motivation that employees have, which ultimately engage them towards their work. This is the first study that will specifically examine family motivation and intrinsic motivation as a predictor of work engagement for our knowledge. The connection between family motivation and engagement is a largely unexplored area of research in the literature. Second, this study will address the question of how emotional exhaustion influence work engagement. Our study anticipates that after inclusion of emotional exhaustion, meditational relationship becomes weaker. Hence, with the help of an integrated model, this study tries to evaluate the influence of family motivation on the employee work engagement through the mediation of intrinsic motivation and the moderating effect of emotional exhaustion.

Literature Review and Hypotheses Development

Work Engagement

Schaufeli and Bakker (2013) characterized a high-energy affective-motivational, positive state that combined with a strong focus and a high dedication level at work is work engagement. Positive outcomes and work engagement are surrounded by the ways in which workers will pay back the organization's benefits (Karatepe, 2011). That is to say, employees devote their physical, psychological, and emotional resources to work duties by being fully engaged in their work, being enthusiastic about their work, and having a high energy level. Positive outcomes (i.e. positive mindset, determination, dedication liveliness) are associated with work engagement. Employees who are engaged carries out the job with their team to boost the organization's goals and performance.

Family Motivation and Work Engagement

Motivation is what drives us to do something (Sinclair, 2008). Employees want to fulfill their needs therefore; they feel motivation in the workplace. Family motivation was constructed as a sub-type of prosocial motivation that is portrayed as the desire of an individual to make an effort to benefits their family. Family members are clearly recognized as beneficiaries of family motivation. Edwards and Rothbard (2000) stated that family comprises people related to each other through marriage, biological relations, adoption, or social practice.

Family motivation will increase the worker's efforts that they exert into their work because it enables them to link valuable purpose to their job, specifically for supporting their families. Family motivation appears to promote hard work instead of smart work. Employees are expected to put more effort into their assigned work with higher dedication. Rothbard and Edwards, (2003) stated that when people regard their family responsibilities as important to them then they people spend more time at work. The employee's desire to support their family serves as a source of work motivation that energized them to make more efforts.

Family motivation has adverse effects not only on the creativity of employees as well as on other outcomes that are related to the career of employees and work (Xinan et al., 2019). Families are important for work, insofar as employees are driven to see their jobs as to benefit their families. Employees have a very deep relationship with their beneficiaries; therefore, they are extremely motivated to do work and their desires to work hard and long must be fortified. Employees tend to have a greater sense of obligation to support their families apart from beneficiaries; therefore, they are highly engaged in their jobs.

Petrou et al. (2012) stated that work engagement is one of the predictors of employee motivation in the working context. Employees with higher engagement are more prone to work harder through extremely higher rates of discretionary efforts especially in comparison to those who have a low level of engagement at

work (Bakker, 2011). Engaged employees appear to show high energy levels and deeply identify with their work (Bakker et al., 2008).

Job becomes a vehicle for the employee to convey their personal value when they work to support their families, leading to higher work engagement. Moreover, employees showed more engagement towards their job for supporting their families (Hoobler & Brass, 2006). Greenhaus and Powell (2006) noted that family support and motivation can also be viewed as a job resource that can increase engagement at work. Family motivation invigorates employees to work hard. Likewise, a study of Tariq and Ding (2018) that family motivation is a strong driving factor in the workplace, inspiring employees to work harder and more perseveringly. On the basis of our theoretical grounding, we expect that family motivated employees will tend to be more engaged in their work. Hence, we posit that:

H1: Family motivation is positively associated with work engagement.

Family Motivation and Intrinsic Motivation

Motivation theories claimed that when people appreciate the outcomes that they obtained by their efforts then they bring more work efforts into their assigned jobs (Vroom, 1964). If the motivation of employees to help their family is high, they will link their work with the essential value of helping the important people which increases the reward valence that such this work offers. The subtype of prosocial motivation (willingness for helping other people; Grant, 2007) is family motivation which happens when workers are inspired to spend the effort to care for their families. It was shown that family support stimulates employees to work harder.

Grant (2008) illustrated that the employees automatically "pulled" into their jobs instead of "pushing" themselves to jobs when they feel a high degree of intrinsic motivation, as they are self-motivated for doing their work. According to Vroom (1964) the valuable outcomes may serve as a substitute if the employee has no intrinsic motivation. Wrzesniewski et al. (1997) argued that a willingness of supporting their families is an important force that pushes numerous workers to carry out work. Family motivation acts as an alternative for doing work when employees have the low intrinsic motivation.

A study of Rothbard and Edwards (2003) showed that employees invest more time in work when they see family responsibilities as an imperative part of their identity also Krapf et al. (2014) stated that people with children are highly productive in the workplace as compared to those who have no dependents. Family motivation encourages higher-level recognition which is expected to be particularly appealing if there is low intrinsic motivation. Employees could not take pleasure in doing the process of the task without intrinsic motivation. In such circumstances, the

employee's enthusiasm to help their family may give a reason that improves their cognitive experience in the workplace.

Though family motivation provides an important cause to employee effort irrespective of whether they are enjoying their job or not, family motivation also could turn a task from unexciting to meaningful in those instances where intrinsic motivation does not exist. Therefore, family motivation could still be helpful if intrinsic motivation is high. There is nothing important than to care for their family for many employees. Employees consider their work meaningful despite not having an interest in it as it offers them the choice to convey key values of caring for their families.

Family motivation invigorates employees to perform the job, also it enhances job performance. Employees often feel energy derived from pleasure in the job itself when they have higher intrinsic motivation. Family motivation is quite essential as it acts a significant trigger of enhancing enthusiasm at work in case of low intrinsic motivation. We believe that family support can motivate employees to achieve high performance. If workers have high family motivation as well as have higher intrinsic motivation, they can perceive the job as fulfilling the aim to support their families and they are more prone to engage in their jobs and eventually they attain their goals.

H2: Family motivation is positively associated with intrinsic motivation

Intrinsic Motivation and Work Engagement

Motivation is known to be a powerful force behind a person participating in any activity. Deci and Ryan (2000) described intrinsic motivation as doing the activity for its innate pleasure rather than for any distinguishable outcome. Self-determination theory stated that intrinsic motivation creates many beneficial outcomes, i.e. work engagement, performance, and satisfaction with a job (Deci & Ryan, 1985). Bakker et al. (2008) stated that work-related and positive state of fulfillment or wellbeing is known as work engagement. Engaged employees are those who cognitively, emotionally and physically express and employ themselves throughout role performance.

Intrinsically motivated are engaged employees they enjoy their jobs and work for fun (Wilmar & Schaufeli, 2013). Pawar (2009) explained that employees pursue higher quality in their work, support each other in their work, and engaged more in their work if they consider their work to be in line with their expectations. Intrinsically motivated employees welcome a large number of responsibilities, innovative ideas and roles, are more creative that increase in the supportive the ambiance and foster the work engagement (Shu, 2015). A research of van Beek et al. (2012) recommended that employees with intrinsic motivation are emotionally, cognitively, and physically engaged more in meaningful and demanding workplace activities. Studies have also shown, however, workers with higher intrinsic

motivation tend to have high levels of performance, commitment, and productivity (Georgellis et al., 2011), high work engagement (van Beek et al., 2012; Asif et al., 2017).

In addition, prior studies revealed that intrinsic motivation is related with work engagement in a positive way (Shu, 2015; Van den Broeck et al., 2013). Employees with high motivation have shown rising levels of engagement in the job. Therefore, enhancing employee engagement by intrinsic motivation is advantageous, as intrinsic motivation will more engage at work and motivate them to work harder in the workplace. Therefore, the following hypothesis is presented:

H3: Intrinsic motivation is positively associated with work engagement.

Intrinsic Motivations as a Mediator

Motivation is seen as the motivating force behind a person engaged in any action. Intrinsic motivation, "the degree to which a person is involved in, or intrigued by, a task and engaged in it for the sake of the task itself." Intrinsic motivation at three hierarchical levels can be conceptualized: Intrinsic motivation in the global term is the dispositional propensity to follow enjoyable and interesting activities across domains of life (Amabile et al., 1994).

Intrinsically motivated employees are engaged in their work as they work for pleasure and enjoy their job (Schaufeli, 2013). A positive, high-energy affective-motivational state coupled with strong job focus and a higher level of dedication. Individuals engaged have high energy levels in their work, are enthusiastic and entirely absorbed in their work. Schaufeli et al. (2008) claimed that engaged workers have an "effective and energetic link to their work activities". It will be recognized, however, that employees do not always engage in their work; they need to get some time and opportunities for recovery (Bakker, 2011; Asif & Pervaiz). Alternatively, workers who are actively engaged in their job cannot provide the family's sphere with inadequate time and experience tension between work and family (Halbesleben et al., 2009).

In the workplace, family support is a powerful driving force, to energize workers to work harder and more persistently (Tariq & Ding, 2018). Family motivation may increase the employee's efforts situate into their work as it enables them to add a valued reason to their job, namely to help their families. Employees often feel the excitement from enjoying themselves in the job when they have intrinsic motivation. Family motivation is highly significant as it acts as a key source of employee's motivation outside of the work when they are less intrinsically motivated.

Employees who are deeply driven and eager to do their job and help their families are more engaged in the job. However, if workers experience a bad relationship

with their families and therefore do not feel naturally driven, they would be less involved in the workplace. A higher motivation level contributes to a high dedication to the job. Therefore

H4: Intrinsic motivation mediates family motivation and work engagement relationship.

Emotional Exhaustion as a Moderator

Emotional exhaustion is a significant indicator of the success and functioning of organizations (Organ et al, 2006). Emotional exhaustion has appeared as the essential elements of burnout (Kenworthy et al., 2014) and described it by Wright and Cropanzano (1998) as fatigue and feeling exhausted and due to work. Li et al., (2017) described it as a state of physical and psychological depletion. This can cause adverse effects at both organizational and individual levels.

Emotional exhaustion is not just a concern for people; it is also an issue for organizations because of its resulting mental and physical well-being, as it causes detrimental effects for organizations as well. For example, it decreased job performance (Devonish, 2013; Rafique et al., 2019) work efforts, job satisfaction, work motivation (Dust et al., 2018), commitment towards the organization (Rafique et al., 2020), also enhanced turnover intentions (Blackstock et al., 2015). There are different factors such as emotional culture, personal resources, and coping strategies inside the organization and individuals that determine the degree to which workers feel emotionally drained (Riaz & Pervaiz, 2018).

They are gradually losing commitment to the job and will become less engaged and their jobs. Thereby various employees will experience a distinct level of emotional exhaustion. Employees with emotional exhaustion are less inclined to participate in experimentation (May et al., 2004). Wright and Cropanzano (1998) stated that individuals who feel emotional exhaustion are emotionally and psychologically drained and depleted, which demonstrates dysfunction in their self-regulatory capacities. For instance, there is hard to emotionally exhausted workers for sustaining a suitable level of self-regulation for high-performance achievement (Halbesleben & Bowler, 2007).

Schaufeli et al. (2008) specify that engaged people showed persistence in the face of suffering. Often, they continue to work to fulfill their tasks. Maslach and Leiter (1997) defined that exhausted means to have little energy and therefore less personal resources are needed to meet stressfully perceived needs. Exhausted workers would also be more prone to perceive such requests as intimidating and consequently, this evaluation will reduce their engagement to work overtime (Crawford et al., 2010). Since these people can drain and highly engaged at the same time (Moeller et al., 2018). Compared with less engaged individuals, engaged people are more expected to spend resources to solve these stress factors.

High engagement can enhance the exhaustion (Christina et al., 2001). This process indicates engaged people might be more vulnerable to exhaustion.

According to Grant (2007) energy is likely to stagnate when intrinsic motivation is not present; workers lose eagerness for their jobs when the job execution process is not exciting and has to be forced into jobs that are also stressful. In addition, when workers feel that they are not embraced or encouraged by their families, they are likely to experience more emotional fatigue (Liu et al. 2015). Work engagement related is to burnout development (Freudenberger, 1974). He assumed the prevalence of burnout is higher in those workers who were primarily engaged in their jobs and highly motivated but who became steadily exhausted and less enthusiastic with time. We propose that when emotional exhaustion is high, even engaged employee who is motivated by family as well as intrinsically motivated does not work productively. Hence, we hypothesize the following:

H5: Emotional exhaustion moderates the family motivation and work engagement relationship through intrinsic motivation, such that the meditational relationship is weaker when emotional exhaustion is high rather than low.

Study Variable

Dependent variable considers primary interest variable for researcher. In this study the main purpose of researcher to describe and understand the dependent variable. Work engagement is also called criterion (dependent) variable in this study. “Work engagement is related to many positive organizational outcomes, such as excellent performance” (Bailey et al., 2017). It also define “work engagement results from resourceful working conditions, employee can proactively develop and improve these job resources on their own initiative and thus affect their work engagement” (Bakker, 2014).

Independent Variable

Independent variable is one variable that influences the criterion (dependent) variable in positive or negative way. Family motivation is predictor (independent) variable in this study (Burnstein et al., 1994).

Mediating Variable

In this study, intrinsic motivation as a intervening variable or mediating variable that links the independent variables (family motivation) with the dependent variable (work engagement). “Intrinsic motivation is the desire to invest effort based on interest in the work itself” (Burnstein et al., 1994).

Moderating Variable

Moderating variable modifies the major relationship between independent and dependent variables. Emotional exhaustion is the moderating variable in our study. By definition, “emotional exhaustion refers to the emotional numbing that accompanies burnout” (Cropanzano & Wright, 2001).

Control Variable

We controlled for some demographic variables such as age, gender, education level, marital status, job type, working experience since these might have a potential impact on study variables. Likely females consider having a lesser level of potential as compared to males at the workplace. Sometimes demographic variables may confound the influence of independent variables on the dependent variable.

Population and Sampling

Target population

Target population means researchers want to investigate entire group of employees, things or event according their interest. In current study data was collected from five media firm employees. We were targeting Lahore city in Pakistan because it is the most developed city of this country. I was taken five Media firms work out in Lahore because it’s convenient for me.

Table 1 *Target Populations (N=240)*

#	Selected news Channels	Sample Size
1	Firm A	30
2	Firm B	56
3	Firm C	40
4	Firm D	43
5	Firm E	71

Sample size selection

Sample size was selected according to Kline (2015) criteria, for example (10 respondents from population \times no of the items exist in questionnaire). Our data collection instrument consisted on 20 items, so the sample size of 200 employees is sufficient to generalize our finding. We conducted survey instrument among 350 employees due to non-give response or missing value in return, we have received back 280 questionnaires from employees, out of 80 in which 240 were completed. So, our actual response rate was $240/350 = 68\%$

Sampling techniques

In this study, we utilized convenience sampling technique in which we collected data from target population (media firm’s employees) who are conveniently available to provide it. Convenience sampling is type of non-probability sampling.

One more reason is here to use this method to collect information efficiently and quickly way. We selected a convenience sample of five media firms.

Data collection procedure

During research, data collection is main process because we collected data from primary source. In primary data collection data collected through self-administered questionnaire from organization employees. Data was collected in two waves T1 and T2 to reduce bias in this study. At T1 time data, we have measured intrinsic motivation, family motivation and work overload on employees. At T2 time means after 2 weeks, we have measured emotional exhaustion and work engagement of employees. The data was collected in duty timing from employees and in work environment.

Administrative procedure

Primary data was collected through self-administered questionnaire from organization employees. It was not easy job because researcher collected data at two times T1 and T2 after two weeks from same employee. Firstly, researcher was meet organization CEO and told him about purpose of our research then got permission to collected data from their organization employees. The survey was conducted only with CEO approval, cooperation, and willingness of employees in whole process. Total 350 survey instrument distributed among employees by researcher but due to many reason for example short leave, family problem, sick leave e.g. it is impossible to get all instrument collect back on time. Finally, after 3 weeks 240 questionnaires received back with complete information from employees for data analysis.

Measurements and scales

In current study we measured study variables with well-established, most famous and widely used scales from previous studies. The survey instrument (T1 & T2) consisted on 20 items that were measured on five and seven Likert scale items. The participants can select number and rate these questions according their point of view.

Family motivation

Employees 'Family motivation was assessed using 5 items scale developed by Ryan and Connell (1989). Employees feeling were positive or negative measure with using a seven-point scale ranging from 1=strongly disagree to 7= to strongly agree at work. An example items are, "I care about supporting my family", "I want to help my family," "I want to have a positive impact on my family", "It is important for me to do good for my family," and "My family benefits from my job" "Internal consistency for this measure was 0.81.

Intrinsic motivation

Employees 'intrinsic motivation was assessed using 3 items scale developed by Ryan and Connell (1989). Employees feeling were positive or negative measure with using a five-point scale ranging from 1=strongly disagree to 5= to strongly agree at work. An example items are "I enjoy the work itself," "I find the work engaging," and "I find the work interesting" The internal consistency for this measure was 0.76

Emotional exhaustion

Employees 'emotional exhaustion was assessed using 3 items scale developed by Wright and Cropanzola (2001). Employees feeling were positive or negative measure with using a five-point scale ranging from 1=strongly disagree to 5= to strongly agree. An example items include "I feel emotionally drained from my work," " I feel fatigued and have to face another day on job," " I feel I work too hard on my job," The internal consistency for this measure was 0.67.

Work engagement

Employees 'work engagement was assessed using 9 items scale developed by (Schaufeli et al., 2006). Employees feeling were positive or negative measure with using a seven-point scale ranging from 1=strongly disagree to 7= to strongly agree. The internal consistency for this measure was 0.89.

Results

Descriptive table provides information of descriptive statistics of each study and control variable. All variables were measured through five-point (intrinsic motivation and emotional exhaustion) and seven points (family motivation and work engagement) Likert scale. Descriptive statistic findings show that all variables minimum range of responses between the interval 1.0 of 2.6 and the maximum value is 5 and 7. The means value ranged of intrinsic motivation and emotional exhaustion from 3.25 to 3.89 and standard deviation of responses lie from 0.74 to 0.89. The means value ranged of family motivation and work engagement response between 5.44 to 6.03 and standard deviation of response lie from 0.95 to 1.06. The means score of variables i-e intrinsic motivation, emotional exhaustion, family motivation and work engagement were significant and highly from midpoint. Statement of participant's intrinsic motivation at work had mean = 3.89, and SD = 0.74 shows that sample employee feels other than monitory motivation also important at work. Family motivation items resulted in mean= 6.03 and SD= 0.95 suggesting that sample employee show family major reason in work engagement at organization. Work engagement items resulted in mean=5.44 and SD= 1.06 suggestion that employee doing job with energy because family motivation and intrinsic motivation dependent on work engagement. Finally emotional exhaustion items reported mean =3.25 and SD= 0.89 exhibiting that employees feel emotionally drained from work.

Table 2 *Descriptive Statistics of the Study Variables*

Variables	Min	Max	Mean	SD
Intrinsic Motivation	1.0	5.0	3.89	0.74
Family Motivation	1.0	7.0	6.03	0.95
Work Engagement	1.0	7.0	5.44	1.06
Emotional Exhaustion	1.0	5.0	3.25	0.89

Measurement validation

We calculated Cronbach's alpha values in a way to test internal consistency and reliability between items of each variable (i.e. intrinsic motivation, family motivation, work engagement and emotional exhaustion). Cronbach (1951) said that value of Cronbach's alpha to verify internal consistency and reliability of variable's items is that it should be equal to or greater than 0.7. According to Kline (1998) that Cronbach's alpha value greater than or equal to 0.90 can be considered as excellent, an alpha value near to 0.80 can be considered as very good and an alpha value approximately 0.70 then can be considered as adequate.

Table 3 *Reliability of Scales*

Scales	No. of Items	Cronbach's α value	Level of Reliability
Intrinsic Motivation	3	0.76	Good
Family Motivation	5	0.81	Very Good
Work Engagement	9	0.89	Very Good
Emotional Exhaustion	3	0.67	Poor

Table 3 provided the results of reliability test for the this study and Cronbach's α for all variables, ranging from poor to very good (0.67 to 0.89). Further, results show that all variables have internal consistency according range.

Table 4 *Regression Results for the Conditional Indirect Effect*

Predictor	β	SE	t	P
Intrinsic Motivation				
Constant	-0.8	1.21	-0.74	0.46
Family Motivation (X)	0.75	0.19	4.01	0.00
Emotional Exhaustion (W)	0.92	0.36	2.54	0.01
Family Motivation (X) Emotional Exhaustion (W)	-0.14	0.06	-2.49	0.01
Work Engagement				
Constant	1.35	0.40	3.34	0.00
Family Motivation (X)	0.33	0.06	5.02	0.00
Emotional Exhaustion (W)	0.55	0.08	6.57	0.00
Indirect Effect	Effect	Boot SE	Boot LLCI	Boot ULCI

Indirect effect of Family Motivation (X) on Work Engagement (Y)				
Intrinsic Motivation	0.15	0.04	0.09	0.22
Emotional Exhaustion	Effect	Boot SE	Boot LLCI	Boot ULCI
Conditional indirect effect(s) of X on Y at range of values of moderator				
- 1 SD (2.33)	0.23	0.06	0.14	0.33
M (3.33)	0.15	0.04	0.09	0.22
+ 1 SD (4.00)	0.10	0.04	0.04	0.7
Mediator	Index	SE	LL 90% CI	UL 90% CI
Index of Moderated Mediation				
Intrinsic Motivation	-0.08	0.03	-0.14	-0.03

Note: n = 240; β = unstandardized regression coefficients;
 Bootstrap sample size = 5,000; LL = lower limit;
 UL = upper limit; CI = confidence interval.

Discussion of Results

This research presented the mechanism by which family motivation help employees to boost their work engagement through the mediating mechanism of intrinsic motivation as well as explained that how emotional exhaustion influence employee intrinsic motivation with the interaction of family motivation. The indirect effect of family motivation on work engagement relationship through intrinsic motivation in the Media firms of South Asia. In line with our moderated mediation model, firstly, study findings showed that family motivation is positively associated with work engagement (hypothesis 1) and intrinsic motivation (hypothesis 2). These findings are in line with earlier studies that find the positive effect of family motivation on employee's job performance and self-effect (Erum et al., 2020). Secondly, our study findings also showed that intrinsic motivation is positively linked with work engagement (hypothesis 3) intrinsically motivated employees tends to express more engagement at work. Thirdly, the study findings indicated that intrinsic motivation is a key underlying mediating mechanism that linked family motivation to employee work engagement (hypothesis 4) that findings are line in with past studies that explored the intervening role of intrinsic motivation. Our study argued that intrinsic motivation takes part a significant role in explaining the relationship of family motivation with work engagement, so employees who have a higher degree of intrinsic motivation are more tend to show work engagement. Furthermore, our study findings showed emotional exhaustion negatively moderate the family motivation and intrinsic motivation relationship (hypothesis 5). This study is a line with the study of Luqman et al. (2019) who found that emotional exhaustion increases the negative effect of Autocratic leadership style and counterproductive behavior. Our study also finds that a high level of emotional exhaustion weak intervening role of

intrinsic motivation between family motivation and work engagement relationship (hypothesis 6). These findings have essential theoretical as well as practical implications that are following.

Theoretical Contribution

The present study makes several noteworthy contributions in the domain of organizational behavior. Furthermore, we also provide an insight into the effectiveness of this theory in the Asian context in the following ways. Firstly, our study extended the work engagement literature by introducing its new two predictors, i.e., family motivation and intrinsic motivation in the organizational setting. Prior studies examined numerous individual and organizational factors i.e. thriving, flourishing, perceived organizational support, civility, individual mindfulness, career adaptability, organizational public values; and employee resilience (Abid et al., 2018; Imran et al., 2020) that can help the employees to increase their engagement at work. While family motivation and intrinsic motivation can encourage the work engagement or not is less examined in literature for our knowledge. Therefore, our study examined the effect of these two factors on work engagement at individual level in order to fulfill this gap. Second, this study extends the family motivation literature in the following ways 1) family motivation is an evolving concept needing empirical studies to substantiate its beneficial outcomes beyond job performance, and organizational citizenship behaviors, self-efficacy, and organizational commitment (Erum et al., 2020) In response to this call, our study examined intrinsic motivation and work engagement as outcomes of family motivation. 2) Prior studies (e.g., Caniëls et al., 2018) recommended empirical investigation of the mechanism that explained the effect of motivation on employee work engagement. Therefore, this study explores the mechanism by which family motivation influence work engagement. This study contributes to the family motivation by expanding its generalizability across different cultures, i.e., Pakistan in terms of its beneficial outcomes as many studies on family motivation have conducted in Western countries. Empirical evidence from Asian countries particularly in Pakistan is very limited.

Practical Implications

Our study findings offer valuable practical implications for managers by emphasizing the potential benefits of family motivation in the workplace and addressing that how and why employees actively engage in their jobs. In particular, our study findings illustrated the motivation of the family is a driving force that first reinforces the intrinsic motivation of employees and then encourage them to exhibit work engagement. For this reason, our study suggests that managers should incorporate family motivation as an essential part of the constructive intervention of organizational behavior in their wide human resources strategies to increase intrinsic motivation of employees and subsequent work engagement. In order to

increase the family motivation of employees, organizations can take many steps. For example, the provision of social support linked to work and family to employees can increase their family motivation through informal and formal human resource practices. The involvement of managers in this regard is very critical because they are the facilitator of informal and formal practices and policies of organizations i.e. job schedules and incentives related to family respectively (Clarke et al., 2019). Therefore, the support of managers, in particular informal support for their subordinates in ways to support and tolerate the obligations of their family, listen to the problems of their family, to make them aware of the importance of their jobs for their families. These types of manager's informal support to their employees may take a vital role in encouraging the family motivation, intrinsic motivation and work engagement. Managers may also improve family motivation by developing a workplace family atmosphere that empowers employees to help each other in handling their family obligations and encourage them to complete all assigned tasks of those employees, who are not present due to commitment of with their family.

Organizations can increase family motivation by arranging family activities such as employees may bring their kids to work and organization picnics, also by enabling workers to carry home life celebrations to the workplace for decreasing the work-family gap. Managers can increase family motivation by taking advantage of resource-building happiness, goal-setting activities (Chan et al., 2016) and web-based training program which aims to promote the motivation of workers (family motivation), intrinsic motivation, and coping skills. In addition, our research is carried out in the collectivist culture i.e. Pakistan where people are more likely to take responsibility for their dependents; therefore the motivation of the family becomes more important. In this regard, organizations can provide opportunities for employees to meet the needs of their family. For instance, providing a day-care facility in the workplace, offering flexibility in working hours, providing support in marriage/ education for children can help organizations to obtain the engagement of employees to build a win-win situation for employees as well as their organization (Erum et al., 2020).

Our study findings showed that intrinsic motivation is the contributor to work engagement. Therefore, we suggested that intrinsic motivation should be acknowledged to encourage work engagement. Therefore, managers should promote the internalization of the goals of their workers with organizational goals by meeting their autonomy needs. The study indicated that HRM activities enhance intrinsic motivation and subsequent work engagement in the form of symbolic public recognition, performance feedback, and individual appreciation. In particular, employers may advance the intrinsic motivation of their employees by offering thank you card/ positive feedback along with funding and supporting teamwork to show the gratitude of managers for the work of their employees (Fischer et al., 2019). Furthermore, managers can increase employee intrinsic

motivation through the implementation of recognition programs (paid vacations and cash prize), by encouraging the social interaction and collaborations, offering the small and consistent rewards, recognizing and celebrating their success and hard work regularly, corporate social responsibility programs, creating a strong sense of inclusion among employees, providing opportunities on learning and career advice and help.

Limitations and Future Directions

This research has some limitations. The cross-sectional nature of the research design is the first limitation. Though, cross-sectional studies have importance in the literature of social sciences, it affects the generalizability of the results. Therefore, we suggested that future longitudinal studies are required to check the causation among study variables. Second, the predictors of family motivation were not investigated in the current study. Therefore, our study suggested that future studies might try to explore the predictors of family motivation in the organizational context. Furthermore, this study also encourages potential researchers to explore outcomes of family motivation beyond work engagement, intrinsic motivation, organizational citizenship behavior, self-efficacy, affective commitment (Erum et al., 2020). Third, convenience sampling may restrict the generalizability of the results to a larger population. These participants also represent a highly educated pool of private-sector workers, as all the participants were recruited from media firm, which may also restrict the generalizability of the result to other private, as well as the public sector. In addition, personal and cultural factors can influence the assessment and response of study variables as this study was carried in the specific culture and different sectors from the western context. Therefore, future researchers test these relationships in the different sector and context for competitive results and deeper understanding of factors contributing to work engagement by using a probability sampling technique. Four, in this study, data was self-reported and collected from single source (employees). In further research, data may collect through more realistic and objective measures as well as from the multi-source (supervisor). Five, in this study, we examined the indirect effect of family motivation on individual level. Future studies may also check this relationship on organizational-level, group level, and team level. Six, in the current research, the empirical model was tested on the small sample size. Future study may try to test this model with on large sample size.

Conclusion

The present study aims to explore the influence of family motivation on employee work engagement through intrinsic motivation, also examine the conditional effect of emotional exhaustion between family motivation and intrinsic motivation as well as on the indirect effect of family motivation on work engagement via intrinsic motivation as a mediator in the Media Firms. By using Process Macros

(Model 7) on an actual sample of 240 employees, results showed that family motivation is positively associated with an intrinsic motivation that in turn positively linked with employee work engagement. The study findings also showed that intrinsic motivation mediates family motivation and work engagement relationships. Furthermore, results showed that emotional exhaustion negatively moderates the relationship between family motivation and intrinsic motivation as well as the mediating relationship of intrinsic motivation between family motivation and work engagement. The current study advances the family motivation literature by introducing its new outcomes, i.e., intrinsic motivation and work engagement beyond the job performance, self-efficacy, and energy. This study also makes an addition to work engagement literature by examining its relationship with family motivation and intrinsic motivation in the non-western context. Our study findings also, illustrate practical implications for organizations that adopt a variety of practices to endorse work engagement through intrinsic motivation and family motivation that can create a competitive advantage and win-win situation for employees as well organizations.

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