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## THE ROLE OF THE FAMILY FACTOR IN THE IMPACT OF INTRINSIC MOTIVATION ON JOB PERFORMANCE

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### Abstract

The main purpose of the research is that the family factor should be taken into account in intrinsic motivation compared to other external factors. When it is foreseen, that intrinsic motivation can increase job performance, the family can play an active role in intrinsic motivation. In this study, the effect of family on intrinsic motivation was evaluated with a qualitative study in order to increase job performance. In this study, interviews lasting 1-2 hours were conducted for each person from 42 people. According to the results of the study, while intrinsic motivation affects job performance, family plays a mediating role in this factor. In other words, an increase in intrinsic motivation increases job performance. When family is added to the effect between these two variables, the effect increases even more. In this context, the results of the study emphasize that the family institution of the individual should be taken into account during the recruitment of the personnel and the working period of the employee at the workplace.

**Keywords:** Job Performance, Intrinsic Motivation and Family.

### İÇSEL MOTİVASYONUN İŞ PERFORMANSINA ETKİSİNDE AİLE FAKTÖRÜNÜN ROLÜ

#### Öz

Araştırmanın temel amacı, aile faktörünün diğer dışsal faktörlere göre içsel motivasyonda dikkate alınması gerektiğidir. İçsel motivasyonun iş performansının artırabileceği ön görüldüğünde aile, içsel motivasyon için etken görev oynayabilir. Bu çalışmada iş performansının yükseltilmesi için ailenin içsel motivasyona etkisi nitel bir çalışma ile değerlendirilmiştir. Bu çalışmada 42 kişiden her bir kişi için 1-2 saat süren görüşmeler yapılmıştır. Çalışmanın sonuçlarına göre, içsel motivasyon iş performansını etkilerken aile bu etken

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içinde aracı rol oynamaktadır. Diğer bir deyişle, içsel motivasyonun artması iş performansını artırmaktadır. Söz konusu bu iki değişken arasındaki etkiye aile eklendiğinde etki daha da artmaktadır. Bu kapsamda çalışmanın sonuçları personelin işe alım ve çalışanın iş yerindeki çalışma süresinde bireyin içinde bulunduğu aile kurumunun dikkate alınması gerektiği vurgulamaktadır.

**Anahtar Kelimeler:** İş Performansı, İçsel Motivasyon ve Aile.

## 1. INTRODUCTION

Competitive and dynamic environments, it is seen that the innovative work behaviors of the employees have become a critical resource for job performance. In this context, the quality of work life of the employees is among the important factors questioned in terms of its effect on job performance (Xu, Liu and Tang, 2022). Job performance is expressed as the behaviors of different behavioral parts that an individual performs during the standard time interval that support organizational goals within the organization (Motowidlo, Borman, and Schmit, 1997). It can be said that one of the main factors of job performance, which is defined as the behavioral style applied during certain intervals, is motivation. Motivation, which includes two basic elements, internally and externally, is described as an activating tool.

Intrinsic motivation enables employees to work harder, smarter, longer, and more efficiently (Amabile, 1993). Intrinsic motivation, which is seen as the main source of action, enables individuals to be creative, rational and active for a longer period of time. In this context, individuals with low intrinsic motivation remain lower in creativity and rationality. Individuals with high intrinsic motivation show higher fluency and flexibility in creative tasks. In other words, high or low intrinsic motivation in individuals can change attitudes and behaviors towards tasks. One of the most basic state factors of intrinsic motivation is the family (Zhang, Pi, Li and Hu, 2021). In some studies (Menges, Tussing, Wihler, and Grand, 2017), it was discussed that family is among the concepts that affect intrinsic motivation and the effect of family conflicts on job performance. In another study (Greenhaus and Beatell, 1985), the family responsibilities of employees, considering that they would interfere with the work duties, which are generally called family-work conflict, examined the effect of family and work conflicts on job performance. Similar to studies showing that job performance changes daily, it is argued that family-work conflict can have a high impact (Pak, Kramer, Lee and Kim, 2022; Vallerand, 1997; Wang, Liu, Zhan, and Shi, 2010). In other word, intrinsic motivation can affect the job performance of the individual's family environment and may have a positive or negative effect on a general level (Nohe, Michael, and Sonntag 2014).

Although it is thought that supporting an employee's family may be an important reason why many people work, few studies have examined the effects of family intrinsic motivation. The family can be a factor that increases the energy of intrinsic motivation and can increase job performance by reducing stress and even in cases where intrinsic motivation is a deficiency (Menges et al, 2017). In this study, the formative effect of the family on intrinsic motivation was

evaluated, considering that job performance is an important outcome variable in the light of the issues discussed in the literature and qualitative method.

## **2. LITERATURE REVIEW**

### **2.1 Defining Motivation and Its Formation on Job Performance**

Motivation is simply to be able to do something to motivate the person (Ryan and Deci, 2000). Industrial psychologists and management practitioners have long studied the motivational factors that lead to high motivation and performance. Many researchers have noticed the importance of needs, incentives, and perceptual variables to analyze and explain human motivation, however, have tended to gather these variables under one roof and some of them. Motivation markers emphasizing a particular class led to the development of partial motivation theories as need, incentive, and perceptual theory. The classification of Chung (1968) as determinants of motivation took its place in the empirical studies in the psychological field and gained integrity with the work of William James in the form of intrinsic and extrinsic motivation distinction. At that time, James's arguments focused attention on the area of motivation (Lapierre, Li, Kwan, Greenhaus, DiRenzo and Shao, 2018; Chung, 1968; Goronzy, 2017; Ryan and Deci, 2001).

Motivation and motivation's models have been developed with the claim of showing how and with which factors people are revealed and ensuring their sustainability. While some of these models show internal factors expressing the individual's own needs, others express environmental factors. One may conclude that intention to understand job performance led researchers to study carefully internal and external aspects of motivation. There is a variety of research in the literature aiming to look for relationship between motivation and job performance. The main purpose of these theories is how long an individual will continue his / her focused work efficiently and how much it will affect job performance (Paşamehmetoğlu and Yeloğlu, 2017). For example, in a 1-month job performance study that Castanheira (2016) applied to 370 customer service employees, it was measured that it affected the motivational approach towards performance and that the employees could increase their job performance in motivating roles. In this study, job performance (after 1 month) was measured again to test the relationship between customers and employees and the effects between loyalty and mediation on customers and the business world. The hypotheses were tested with structural equation modeling analysis in a field study with 370 customer service employees from bank, retail and sales positions. In this study, it was seen that intrinsic motivation was more effective on job performance than extrinsic motivation.

Intrinsic motivation can be seen as the motivation to do something for its own good. Instead of doing something to achieve an external goal or meet some externally imposed constraints, it is defined as self-control and satisfaction, that is, self-motivation (Hennessey, Moran, Altringer and Amabile, 2015; Zhang, Long, Wu, and Huang, 2015). A study was conducted on the intrinsic motivation of the students of the International Student Assessment Program and their

performance in the mathematics course. According to the results of this study, it was observed that students with high intrinsic motivation had higher mathematics performance than students with low intrinsic motivation. This result is demonstrated by the multiplicative effect between intrinsic motivation and performance (Liu, Hau and Zheng, 2020). In this context, intrinsic motivation can change the behavior and attitudes of individuals (Turner and Reed, 2021).

Intrinsic motivation is an employee's desire to make effort based on self-interest. In 1918, some studies argued in the first theory of intrinsic motivation that extrinsic motivators can initiate activity in the individual, but despite this, the intrinsic willingness and effectiveness of the individual may be in the case of extrinsic motivation (Ryan and Deci, 2001). However, Grant (2008) suggested that when intrinsic-motivation is high, employees may not need to self-regulate to "push themselves to work, and that extrinsic motivation and intrinsic motivation may be disconnected. Frese and Fay (2001) added that it may not be realistic to have a high level of intrinsic motivation in every job or every employee in support of this view.

Based on social change theories, job performance can be seen as an outcome variable influenced by intrinsic motivation. Especially intrinsic motivation is thought to be effective on job performance as it can provide job satisfaction within the organization (Aryee, Walumbwa, Mondejar and Chu, 2013; Wehrt, Casper and Sonnentag, 2022). Intrinsic motivation is the creator of job performance. In other words, intrinsic motivation, that is, self-encouragement of the individual, may lead to a performance in work (Hennessey et.al., 2015; Murnieks, Klotz and Shepherd, 2020). In his research against these arguments, Deal et al. emphasized that intrinsic motivation is generally impoverished in low-level jobs and suggested that the degree of intrinsic motivation may be related to the degree of the work done (Deal, Stawiski, Graves, Gentry, Weber, and Ruderman, 2013; Vallerand, 2001). In this context, the first problem the study was created.

#### *Question 1: How does intrinsic motivation effects job performance?*

In the study of Liu et al., it was revealed that intrinsic motivation affects performance, but different situational variables can change the strength and direction of this effect (Liu, Hau, Liu, Wu, Wang and Zheng, 2020). One of the most important situation variables that can affect the relationship between an individual's intrinsic motivation and job performance is family.

### **2.2 The Role of the Family on Intrinsic Motivation**

Intrinsic motivation can affect performance in an increasing/decreasing structure as a result of support from different sources. These resources may be related to the situation variables within the scope of the individual's intrinsic motivation. In this study, the family factor was thought to be an important situation variable (Jungert, Schattke, Proulx, Taylor and Koestner, 2021).

The family forms the basis of the behavior and attitudes of individuals. In this framework, individuals learn both internal and external motivation sources together with the family. In other words, family is one of the most

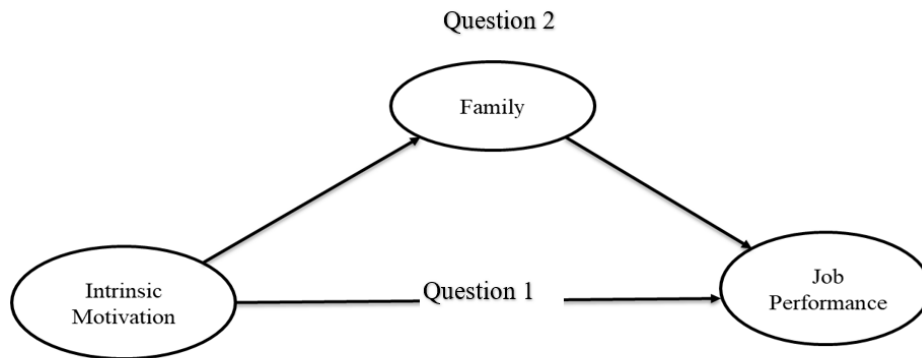
important factors in the attitudes and behaviors of the individual, as well as one of the cornerstones of the individual's motivation. For this reason, the cause-effect relationship between concepts such as family, family conflict and factors such as optimism and intrinsic motivation is examined in the literature. As a result of these examinations, it has been observed that the relationship of the individual with the family is an important factor. It has been shown that situations such as intra-family conflict, disorders in family structure, and family motivation have a significant effect on the individual's intrinsic motivation (Liu et al., 2020; Shin and Kelly, 2013). Therefore these relationships can be explained on the basis of social cognitive theory.

Based on social cognitive theory, it is argued that individuals with stronger families benefit their business life. It is emphasized that the internal motivation of the employees with a strong family structure is higher, while the internal motivation is lower in a weak family structure (Liu, Liao and Liu, 2020). Based on this theory, intrinsic motivation is associated with a strong family structure. In other words, it can be thought that there is a significant effect in the same direction between family and intrinsic motivation. Menges et al. investigated that family motivation, as a function of intrinsic motivation, can have an unrelated influence on the scope and degree of the work done. In his study conducted by Menges with the survey and daily data he collected in Maquiladora, Mexico. He observed that family motivation increased job performance by partially providing energy within the intrinsic motivation. In this study, it was stated that supporting the family provides a strong source of motivation that can increase performance in the workplace and will provide meaningful results for research on motivation, work and family participation dynamics (Menges et al, 2017). In another study conducted by Grant in 2008, he suggested that the quality and quantity of job performance may decrease in cases where the intrinsic motivation is low (Grant, 2008). When the studies mentioned above were examined in the literature, it was not observed that the family factor had a regulatory effect. It has been observed that this gap seen in the literature is important in the effect of intrinsic motivation on job performance. In this context in this situation where intrinsic motivation is low, it is thought that the family factor of the employee may affect this level. It can be said that this effect is likely to have a formative effect for the outcome variable of job performance. In this context, the second problem of the study was created.

*Question 2: How does family concept play a mediation role in the effect of intrinsic motivation on job performance?*

In this context, "job performance" has been taken as the result variable in the research model. The model of the research is shown in Figure 1, in the qualitative investigated in this study, these variables and the relationships between them were examined.

**Figure 1.** The Mediation Role of the Family in the Effect of Intrinsic Motivation on Job Performance



As can be seen in Figure 1, The mediation role of the family in the effect of intrinsic motivation on job performance was examined through a qualitative method. In this context, the first question of the study on how intrinsic motivation affects job performance was examined. Then the second question of the study, which is the mediating effect of the family on the effect of intrinsic motivation on job performance, was investigated.

### 3. METHOD

This study is a qualitative study and data were collected from 42 people in total. The collected data were analyzed in the QDA miner 6 package program. Within the scope of the research, two open-ended questions were asked based on the model. Interviews lasting 1-2 hours were held with each participant. The answers received from the participants in the said interviews were recorded with the note-taking system. These notes were taken as an individual introduction to the QDA miner program, which is primarily used for qualitative research methods. In the QDA miner program, frequency analysis, code and theme, relational analysis, and impact analysis were examined.

Since this study is a qualitative study, it cannot be considered quantitative research. For this reason, the main mass of the study can be considered as a maximum of 5000 words. In this context, the sample interval is calculated as  $(5000/500=10)$ . In the study, the systematic sampling phenomenology design was used. The data of the study were collected face to face.

Ethical approval was obtained for this study by the Baškent University Academic Evaluation Coordinator on 01.07.2022 with the number E-62310886-605.99-140862.

45% of the participants in the study were female and 55% were male. In addition, 25% of the participants are primary/secondary school graduates, 55% are high school graduates and 20% are undergraduate graduates. 70% of the participants are private sector employees and 30% are public employees.

A few examples of the answers given by the participants to the questions;

Researcher : *How does intrinsic motivation effects job performance?*

Participant X : *If I feel good, my performance is very good. I felt very bad last week. When I arrived at work, my manager had a plan for routine work. But I didn't feel like doing it at all because I felt so bad. Frankly, that's how I did the job and said I was done.....*

Participant Y : *I usually feel good, and most of the time I do my job well. But sometimes there is an uneasiness in me because of the troubles I have experienced privately, and that's when I get bored and feel bad. I can't say I'm performing well at my job when I feel bad...*

Researcher : *You said you didn't/don't feel bad. How did/do you feel around your family?*

Participant X : *Actually, I fight with my wife all the time. When I leave the house at the end of every fight, I leave sad. Then I come to work. On days when we fought, I didn't feel like working. At such times, I only completed the assigned tasks. Of course, there are some mistakes. Especially in my machine drawings, there are usually errors. If I don't fight with my wife the next day, I am very happy and immediately correct the mistakes I have made...*

Participant Y: *In other words, there are times when I have problems with my family in general. I have 2 brothers and they are younger than me. There is always a lot of noise and running in the house. That's why my mom is constantly arguing with them. Most of the time I get into a fight while trying to separate them. That's why I'm sad and I can hardly sleep at night. I have a hard time getting up in the morning to come to work. When I come to work, I hardly collect myself until the evening. I can't be said to have performed well at times like these...*

Researcher : *Can you tell us a little bit about the difference between your intrinsic motivation after arguing with your wife/ mother/ brother... and your intrinsic motivation after arguing?...*

#### **4. RESULTS**

Within the scope of the study, the data recorded as a result of 1-2 hour interviews from 42 employees were first divided into groups. The data grouped as job performance, intrinsic motivation, and family factor were organized by

coding within themselves. Then, the effect strengths between these codes were examined. In this context, by looking at the relationships between the answers given by the participants, answers were sought for two questions of the research as a result of the support received by the literature. The findings of the study are given below (Table 1, Table 2, Table 3 and Figure 2).

**Table 1.** Coding Frequency

Variable		Count	% Codes	Cases	% Cases
Job Performance	Perform	26	20.6%	1	100.0%
	Support Organization	15	11.9%	1	100.0%
	Work Performance	14	11.1%	1	100.0%
Intrinsic Motivation	Directly Effect	13	10.3%	1	100.0%
	Internal Motivation	18	14.3%	1	100.0%
	Individual	15	11.9%	1	100.0%
Family Factor	Support Family	25	19.8%	1	100.0%

Table 1. shows the coding frequencies of the data of the collected study. In this study Job Performance, Intrinsic Motivation, and Family Factor were examined as 3 parts. Each part has different variables. Job Performance has Perform, Support Organization, and Work Performance. Intrinsic Motivation has a Direct Effect, Internal Motivation and Individual. Last of all Family Factor has only Support Family. Succinctly: in Job Performance, perform counted 26 times with a percentage of 20.6%. Support Organization counted 15 times with a percentage of 11.9% Work Performance on the other hand counted 14 times with a percentage of 11.1%. In Intrinsic Motivation Directly Effect counted 13 times with a percentage of 10.3%. Internal Motivation was counted 18 times with a percentage of 14.3%, Individual on the other hand counted 15 times with a percentage of 11.9%. In Family, factor Support Family counted 25 times with a percentage of 19.8%.

Figure 2 shows us how frequent of these subjects were mentioned. As it can be seen in Figure 2 subjects have a descending order in terms of frequency as a font size. This order start with motivation and continues with this order; performance, intrinsic, job performance, family, work, study, effect and individuals.

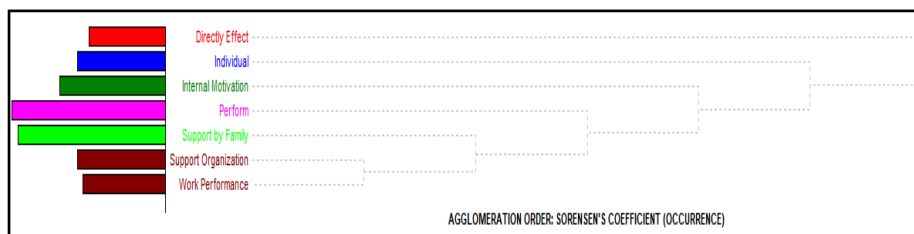




A= Perform B= Perform Fred of A= 26 Fred of B= 26 Expected Fred= 22.7 B Follow A= 23 (88.5%) A Precedes B= 23 (88.5%) % of Sequences= 20.9% Z value= 0.07 P= .509		Perform	Support Organization	Work Performance	Directly Effect	Internal Motivation	Individual	Support Family
Job Performance	Perform		-0.32	0.07	0.20	0.08	0.62	-0.20
	Support Organization	0.17		0.15	0.16	0.22	0.19	0.21
	Work Performance	0.47	1.17		-0.41	0.55	1.53	-1.22
Intrinsic Motivation	Directly Effect	.011	0.42	0.20		0.06	-0.42	-0.33
	Internal Motivation	0.31	-1.47	0.08	-0.38		0.50	-0.92
	Individual	0.71	1.04	0.49	0.66	0.57		-0.83
Family Factor	Support Family	-0.31	-0.98	-0.77	0.14	0.08	0.98	

Considering these results, it can be clearly seen that there is a relationship between intrinsic motivation and job performance. According to the findings it was seen that intrinsic motivation was related to job performance. This finding is supported by the study of Joo et. all and the study of Grant (Joo, Jeung, and Yoon H.J, 2010; Grant, 2008). In other words, when the intrinsic motivation of the individual increases, his / her job performance will increase. This result supports the first question, based on the fact that the research's intrinsic motivation affect job performance. In other words, as—intrinsic motivation increases, job performance may increase. Figure 3 was created for the effect of the family factor in the mentioned effect.

**Figure 3.** Case Similarity



As seen in Table 2, the relationship between job performance and family and the relationship between family and intrinsic motivation can be seen from the combination of the lines in the figure. According to these findings, in the effect of intrinsic motivation on job performance, the concept of family has a mediating effect of intrinsic motivation on job performance. This result is supported by Menges and colleagues and Grant (Menges et al, 2017; Grant, 2018). In other words, in the effect of intrinsic motivation on job performance, the concept of family can decrease or increase the severity of this effect. This result shows that the study supports the second question. In another word, it can be said that the family factor plays an mediation effective role in the effect of intrinsic motivation on job performance. As well as this result of the study is supported by the theoretical work done by Brian. Brian may argue that the concept of family can influence these two variables in the effect of intrinsic motivation on job performance (Brian, 2010).

## **5. CONCLUSION AND SUGGESTION**

In this study, it was investigated how and what extent the concept of family can play a role in the interaction between intrinsic motivation and job performance. According to the findings of the research, as intrinsic motivation increases, job performance increases in the same direction. In other words, there is a significant relationship between intrinsic motivation and job performance in the same direction. In other words, when the individual's intrinsic motivation decreases, job performance decreases. In addition, the findings of the study showed that the family played a role as a mediator variable in the effect of intrinsic motivation on job performance. This result the concept of family, which is the independent variable taken as a mediator variable, should be considered. In other words, the concept of family, which is seen as the close circle of working individuals, needs to be addressed in terms of both human resources and management. Because this concept may play a reducing or increasing role in the effect of intrinsic motivation on job performance.

According to all these results, the family life of individuals affects their intrinsic motivation. Since it is known that intrinsic motivation affects job performance, it is thought that minimizing the negative experiences of employees within the family will increase their job performance. In this context, the results of the study both shed light on the direction of academic studies in the future and touch on important points for practitioners. Considering that the family factor affects the intrinsic motivation of individuals by the literature in the future, it is necessary to work with different variables in order to reduce the effect of the factor. Thus, job performance can be increased by ensuring that intrinsic motivation is less affected by the family factor. In addition, the results of this study suggest that future studies should study the moderation effect of the concept of family on job performance of intrinsic motivation. Because, while it is observed that there is a significant relationship in the same direction on intrinsic motivation and job performance, it has been pointed out that the direction and strength of the effect will change with the introduction of the concept of family into this relationship. Job performance can be increased by ensuring that practitioners are less affected by the family factor of individuals. For example, in this context, it is recommended that managers and leaders use different

motivation techniques in order to keep the internal motivation of working individuals higher within the company.

Since the number reached in the qualitative research conducted within the scope of the study is limited, the results of the study should be taken into account in general application. The findings of this study have been interpreted as a result of the qualitative methods. It is recommended to rerun the study with quantitative methods. It is recommended that job performance and intrinsic motivation should be applied in service sectors that are considered to be effective sectors.

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