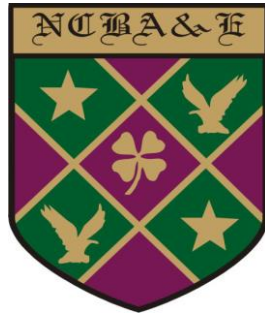


***National College of Business
Administration and Economics
Lahore***



**IMPACT OF FAMILY MOTIVATION ON
WORK ENGAGEMENT: A MODERATED
MEDIATION MECHANISM**

BY

TAYYABA RAFIQUE

**MASTER OF PHILOSOPHY
IN
BUSINESS ADMINISTRATION**

JANUARY, 2021

NATIONAL COLLEGE OF BUSINESS ADMINISTRATION AND ECONOMICS

IMPACT OF FAMILY MOTIVATION ON WORK ENGAGEMENT: A MODERATED MEDIATION MECHANISM

BY

TAYYABA RAFIQUE

**A dissertation submitted to
School of Business Administration**

**In Partial Fulfillment of the
Requirements for the Degree of**

**MASTER OF PHILOSOPHY
IN
BUSINESS ADMINISTRATION**

JANUARY, 2021



***In the name of ALLAH,
The Most Beneficial,
The Most Merciful,***

**NATIONAL COLLEGE OF BUSINESS
ADMINISTRATION AND ECONOMICS
LAHORE**

**IMPACT OF FAMILY MOTIVATION ON
WORK ENGAGEMENT: A MODERATED
MEDIATION MECHANISM**

**BY
TAYYABA RAFIQUE**

A dissertation submitted to School of Business Administration, in partial fulfillment of the requirements for the degree of

**MASTER OF PHILOSOPHY IN
BUSINESS ADMINISTRATION**

Dissertation Committee:

Chairman

Member

Member

Pro-Rector

National College of Business
Administration and Economics

DECLARATION

It is to declare that this research work has not been submitted for obtaining similar degree from any other university/college.

TAYYABA RAFIQUE
January, 2021

*Dedicated
to*

Holy Prophet (SAW)

The Greatest Social Reformer

&

*My beloved Mother and an affectionate
Father who taught me the first word
to speak the first alphabet to write
and first step to take.*

ACKNOWLEDGEMENT

All praises and because of Almighty Allah who has given us the wisdom and knowledge to spot the proper path and reach the reality. With profound gratitude, I wish to thank some marvelous people that have encouraged and helped me through their being presence.

I would prefer to articulate my heartily due to my Parents and sisters who worn-out their energies in grooming me to try to all that I am capable of contributing today. They need always supported me and encouraged me with their best wishes. All of them deserve special thanks.

I express my profound feelings of gratitude and indebtedness to my honorable supervisor, **Dr. Ghulam Abid** for his ever inspiring guidance and constructive suggestions throughout the course of my studies, without his feedback, this thesis wouldn't have materialized.

I'm deeply thankful to my respected teacher **Dr. Alia Ahmed** for providing professional guidance, support and research orientation over the past few years which inculcated in me the need to hold out this research work with diligence. Without their help and support, I couldn't are ready to complete my program successfully.

With great contentment, I acknowledge the teamwork, positive reception, unconditional friendship and guidance of my companions Zunaira Amin, Natasha Saman and Farhan Asif. I'm very pleased with being a member of this excellent cohort. We got helped and encouraged one another and I will always remember that we've got tried and true this tough process together. I must say that I'm so auspicious and grateful to you all for your contribution in your individual capabilities.

RESEARCH COMPLETION CERTIFICATE

Certified that the research work contained in this thesis entitled **“Impact of Family Motivation on Work Engagement: A Moderated Mediation Mechanism”** has been carried out and completed by **Tayyaba Rafique** under my supervision during her **M.Phil. Business Administration** Programme.

(Dr. Ghulam Abid)
Supervisor

SUMMARY

Currently, Organizations are doing their work in a highly complex and competitive work environment and continuously watching ways for achieving a competitive edge in both local and foreign marketplaces. Most organizations face and stay competitive advantages when their workers are attached and motivated not only to work but also with their company additionally. Employees motivate through family and perform well when organizations give a motivational environment to them so it is necessary for organizations that they must encourage their employees for the success of an organization. Family motivation and intrinsic motivation of the employee is very crucial for work engagement in an organization. With the aim to attain future objectives and to gain 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, also investigate 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. The data is collected through a survey questionnaire from the media firm's employees. These media firms are located in Lahore city of Pakistan, 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 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. Moreover, the study offers consequences for theory and practice.

LIST OF TABLES

Table No.	Title	Page
3.1	Target Populations	19
4.1	Frequency Analysis of Participants Gender, Age, Work Tenure	23
4.2	Participant's Education Level by Gender	24
4.3	Participants' Characteristics	25
4.4	Descriptive Statistics of the Study Variables	26
4.5	Reliability of Scales	26
4.6	Mean Standard Deviations and Correlations for the Study Variables	28
4.7	Regression Results for the Conditional Indirect Effect	29
4.8	Summary of Results	31

LIST OF FIGURE

Figure No.	Title	Page
1	Theoretical Framework	6

TABLE OF CONTENTS

DECLARATION.....	v
DEDICATION	vi
ACKNOWLEDGEMENT.....	vii
SUMMARY	ix
LIST OF TABLES	x
LIST OF FIGURE	xi
 CHAPTER 1: INTRODUCTION	 1
1.1 Study Background	1
1.2 Significance of Study	3
1.3 Study Objectives	4
1.4 Research Hypotheses.....	5
1.5 Theoretical Model	5
1.6 Methodology	6
1.7 Data Analysis	6
1.8 Findings	7
 CHAPTER 2: LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT	 8
2.1 Work Engagement.....	8
2.2 Family Motivation and Work Engagement.....	8
2.3 Family Motivation and Intrinsic Motivation.....	10
2.4 Intrinsic Motivation and Work Engagement.....	12
2.5 Intrinsic Motivations as a mediator.....	13
2.6 Emotional Exhaustion as a Moderator	14
 CHAPTER 3: RESEARCH METHODOLOGY	 17
3.1 Research Design Elements	17
3.2 Time Horizon, Unit of Analysis and Participants	17
3.3 Study Variables	17
3.3.1 Dependent Variable.....	17
3.3.2 Independent Variable	18
3.3.3 Mediating Variable	18
3.3.4 Moderating Variable	18
3.3.5 Control Variable.....	18

3.4	Population and Sampling	19
3.4.1	Target Population.....	19
3.4.2	Sample Size Selection.....	19
3.4.3	Sampling Techniques.....	19
3.5	The Instrument Development.....	20
3.6	Data Collection Procedure	20
3.7	Administrative Procedure.....	20
3.8	Ethical Consideration	21
3.9	Measurements and Scales.....	21
3.9.1	Family Motivation	21
3.9.2	Intrinsic Motivation	21
3.9.3	Emotional Exhaustion.....	22
3.9.4	Work Engagement	22
CHAPTER 4: DATA ANALYSIS		23
4.1	Descriptive Statistics	23
4.1.1	Descriptive Analysis of Participants' Characteristics.....	23
4.1.2	Descriptive Statistics of the Study Variables.....	25
4.2	Measurement Validation	26
4.3	Correlation Matrix.....	27
4.4	TESTS of Moderated Mediation	29
4.5	Hypotheses Testing	30
CHAPTER 5: DISCUSSION AND CONCLUSION.....		32
5.1	Discussion of Results	32
5.2	Theoretical Contribution	33
5.3	Practical Implications.....	34
5.4	Limitations And future Directions	36
5.5	Conclusion.....	37
REFERENCES		38
ANNEXURE – A		52
ANNEXURE – B		54

CHAPTER 1

INTRODUCTION

1.1 STUDY BACKGROUND

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 (see e.g. (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; Bakker et al., 2008; Sonnentag et al., 2010).

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; Bakker et al., 2014; Christian et al., 2011; Gawke et al., 2017; Orth & Volmer, 2017; Rich et al., 2010; Xanthopoulou et al., 2009). 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) Tims et al. (2015) 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) Tims et al. (2015) 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 (Bakker et al., 2008; 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 shows the conceptual model which showed the all hypothetical relationships. 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 that after inclusion of emotional exhaustion, meditational relationship becomes weaker. Hence, with the help of an integrated model, this study try 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.

1.2 SIGNIFICANCE OF STUDY

In demonstrating the linkages proposed in the model, the current research represents an endeavor to contribute to the literature in numerous different ways.

Work engagement is continuous and long term process. Therefore, managers need to understand the critical role of work engagement also its potential predictors (Karatepe, 2013). In response to this call, this study investigates antecedents of work engagement i.e. family motivation and intrinsic motivation.

Second, this study addresses Tabak and Hendy (2016) and Caniëls et al's (2018) call to empirically investigate which mechanisms affects work engagement (burnout) via motivation. We propose as well as empirically examine essential questions concerning how and when family and intrinsic motivation is related to work engagement. For that reason, our study proposes that family motivation is influence work engagement through the mediating mechanism of intrinsic motivation.

Thirdly, Low et al. (2001) claimed that intrinsic motivation is considered an important resource. Kammeyer-Mueller et al. (2016) and Low et al. (2001) wisely suggested interventions to improve intrinsic motivation to avoid emotional exhaustion. By investigating mediating effect of intrinsic motivation to reduce the impact of emotional exhaustion, we also respond to the call of other researchers who underscore the significance of investigating intrinsic motivation in order to reduce negative outcomes.

Fourth, Stollberger et al., (2019) and Zhang et al., (2019) recommended to investigate how the influence of family motivation is expected to propagate across diverse categories of jobs and to explore such contingencies to enhance the theoretical and managerial implications of family motivation research. So in response to this call, we instigated the influence of family motivation in media firm employees and possibly enhance the literature of family motivation by analyzing its effects on work engagement.

Fifth, Menges et al. (2017) persuade future studies to look at other family motivation outcomes apart from work performance. In response to this call, we will examine work engagement as an outcome of family motivation and intrinsic motivation.

Sixth, Dicke et al. (2014) suggested future studies to further examine specific model with other variables that are linked to emotional exhaustion. It will also be important to concentrate not only on the negative effects of stressor but also to explore the prediction of positive outcomes, i.e. motivation and commitment. We will investigate the moderating role of emotional exhaustion with positive outcomes e.g., work engagement and family motivation.

The current study is first in its nature that attempts to empirically examine the family motivation and work engagement association for the best of our knowledge. With this contention in mind, we also trace the mechanisms through which intrinsic motivation and emotional exhaustion intervenes and influences the family motivation and work engagement linkage respectively. Thus, 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.

1.3 STUDY OBJECTIVES

The key objectives of study are:

- a) To examine the family motivation and work engagement relationship.
- b) To examine the effect of family motivation on intrinsic motivation.
- c) To observe the impact of intrinsic motivation on work engagement.

- d) To observe the mediating effect of intrinsic motivation between family motivation and work engagement.
- e) To look into the moderating effect of emotional exhaustion on the association between family motivation and work engagement through intrinsic motivation.

1.4 RESEARCH HYPOTHESES

After the study background, the objectives, theoretical and empirical research rationales; there are research hypotheses followings as:

- H1: Family motivation is positively associated with work engagement.*
- H2: Family motivation is positively associated with intrinsic motivation.*
- H3: Intrinsic motivation is positively associated with work engagement.*
- H4: Intrinsic motivation mediates the relationship between family motivation and work engagement.*
- H5: Emotional exhaustion moderates the association between family motivation and work engagement through intrinsic motivation, such that the meditational association is weaker when emotional exhaustion is high rather than low.*

1.5 THEORETICAL MODEL

The logically established theoretical framework (Figure 1) show that the set of constructs (i.e. family motivation, intrinsic motivation, work engagement and emotional exhaustion) and the relationships between them.

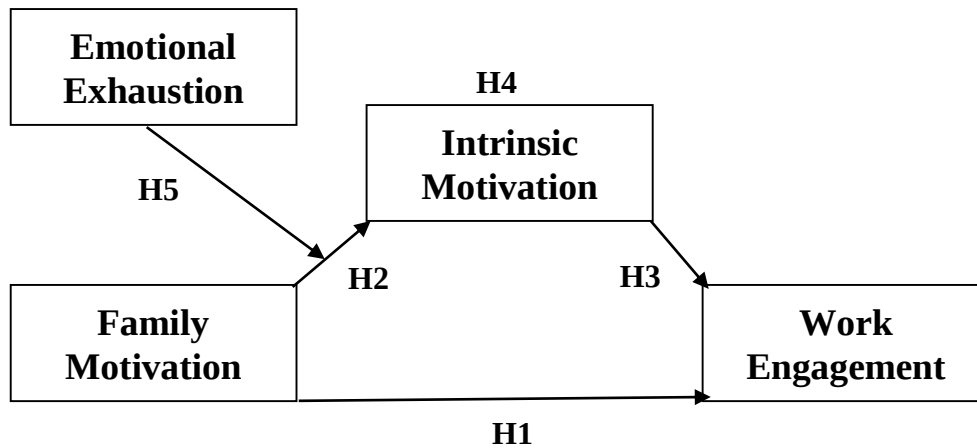


Figure-1: Theoretical Framework

1.6 METHODOLOGY

In this current study, data was collected through a survey technique from media employees. Media firm's branches were located in Lahore, Pakistan. The main purpose of this research is to observe how different aspects can influence employee's individual. We used convenient sampling technique in which we collected data from convenient branches. In our study unit of analysis is individual media firm's employees. This study is conducted in office work environment without any interference. This study is conducted in cross sectional time horizon in which data is collected in two times from same employees. Basic purpose of this method is to reduce common variance.

The data was gathered from individual media firms employee's through the self-administered questionnaire. According to Sekaran and Bougie (2013), the survey is an effective and speedy method to collect data from correspondents. For data collection, convenient sampling technique has been utilized. The study received 240 complete responses so an approximate response rate is 68 %. The complete information of research methodology has been described in chapter 3.

1.7 DATA ANALYSIS

Data is calculated and explored by employing information through SPSS 24 version and Microsoft Excel 2007. In this study we measured employee demographic characteristics through descriptive analysis. We also utilized Cronbach's Alpha value to measure the internal consistency of all variables and Pearson Bi-variate Correlation to estimate study and control variables. Further information of data analysis has been discussed in chapter 4.

1.8 FINDINGS

The practical results are reliable with the proposed hypothetical framework and with the previous studies. The results determine that family motivation of employee predicts work engagement and intrinsic motivation. The study also finds that significant effect of intrinsic motivation on work engagement. Next, the study findings support the mediating role of intrinsic motivation between family motivations on work engagement. Lastly, the results also retain that the indirect positive impact of family motivation of employee on work engagement via intrinsic motivation was weaker for employees high (in comparison to those low) in emotional exhaustion. The detailed discussion of study results, theoretical and practical suggestions, limitations and future directions are discussed in Chapter 5.

CHAPTER 2

LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

In this section, we discuss the rationale underlying model development and present arguments in favor of the proposed relationships. We outline how family motivation is related to the mediator, intrinsic motivation and present our reasoning to justify how intrinsic motivation leads to work engagement. We argue that employee intrinsic motivation potentially contributes to their work engagement which is followed by the discussion about the moderating role of emotional exhaustion and we argue that emotional exhaustion moderates family motivation and work engagement relationship through intrinsic motivation, such that the meditational relationship is weaker when emotional exhaustion is high rather than low.

2.1 WORK ENGAGEMENT

Schaufeli and Bakker (2010) 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. Bakker et al. (2008) stated that 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.

2.2 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 (the desire to make efforts to help others, Grant, 2007) that is portrayed as the desire of an individual to make an effort to benefits their family (Menges et al., 2017). 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. Menges et al. (2017) described that family motivation appears to promote hard work instead of smart work. According to Deci and Ryan (2010) as well as Grant (2007) 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 that are found by the study of Menges et al. (2017).

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 (Grant, 2007) 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). A study of Bakker (2008) taking into consideration that employees who are engaged perform better than those employees who are less engaged.

Job becomes a vehicle for the employee to convey their personal value when they work to support their families, leading to higher work engagement (Kahn, 1990). 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 (Menges et al., 2017). 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.

2.3 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 (Grant, 2007; Menges et al., 2017). The subtype of prosocial motivation (willingness for helping other people; Grant, 2008) is family motivation which happens when workers are inspired to spend the effort to care for their families (Menges et al., 2017; Rosso et al., 2010). It was shown that family support stimulates employees to work harder (Menges et al., 2017).

Ryan and Deci (2000) described intrinsic motivation as the desire of employees to bring their efforts into the job itself for the sake of enjoyment. 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 (Menges et al., 2017)

According to Kahn (1990); Ryan and Deci (2001) there are two essential approaches such as eudemonic and hedonic that can distinguish family motivation and intrinsic motivation. The eudemonic approach focuses on the articulation of essential values and the quest for meaning while the hedonic approach consisted of looking enjoyment and pleasure while avoiding pain. Family motivation reflects a eudemonic approach that stresses the purpose and meaning to fulfill individual dependents' essential responsibilities (Menges et al., 2017). Intrinsic motivation reflects a hedonic approach, it accentuating the employee's desires of feeling and achieving happiness and enjoyment in their work (Grant, 2008).

Gagne and Deci (2005) noted that employees find their job intrinsically fascinating, meaning that their attention gets more concentrated and their effort is more powerful and enduring, the work process becomes a reward of and in itself when they are intrinsically motivated. Grant (2008) also stated that employees experience a gravitational pull towards working on the task when they have high intrinsic motivation in tasks. Ryan and Deci (2000) intrinsically motivated workers are driven by a preference for challenge novelty, a sense of excitement and curiosity.

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 is 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

2.4 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 and 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 (Kahn, 1990).

Intrinsically motivated are engaged employees they enjoy their jobs and work for fun (Wilmar and 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. Demerouti and Bakker, 2006 also indicated that they perform better and more productive in the workplace. 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).

In addition, prior studies revealed that intrinsic motivation is related with work engagement in a positive way (Hua et al. 2019; Putra et al., 2017; Shu, 2015; Van den Broeck et al., 2013; Zhang & Bartol, 2010). 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.

2.5 INTRINSIC MOTIVATIONS AS A MEDIATOR

Motivation is seen as the motivating force behind a person engaged in any action. Zhang and Bartol (2010, p. 111) were constructed 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 (Schaufeli and Bakker, 2010). Individuals engaged have high energy levels in their work, are enthusiastic and entirely absorbed in their work. Schaufeli et al. (2008, p. 176) 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). 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).

Engaged employees are highly internally and externally motivated, that leads to higher organizational citizenship behavior and job performance (Rich et al., 2010), by cultivating motivation, it is beneficial for all involved to invest in engaged employees. If workers feel they have an intrinsic and family motivation to carry out work, and are more expected not to exhaust emotionally and engaged effectively in their jobs. Prior studies have found a positive link between intrinsic motivation and workplace engagement (Hua et al., 2019; Zhang and Bartol, 2010).

Grzywacz and Marks (2000) explained that family support can take part an extrinsic motivational function by giving affective resources and instrumental guidance and to assist workers meet their job goals. In addition, family support can also serve a resource role by offering expectations and love for motivating workers, especially those from collective communities, to work harder in their jobs that increase work engagement. Family is matter for performance to the degree that workers draw motivation to see their jobs for supporting their families.

In the workplace, family support is a powerful driving force, to energize workers to work harder and more persistently (Menges et al., 2017; Tariq and

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 (Grant, 2007; Menges et al., 2017). 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, Menges et al. (2017) found a compensatory link in the family motivation and intrinsic motivation, indicating that family motivation can cover up and still drive performance due to insufficiency of intrinsic motivation. Where there is high intrinsic motivation, family motivation may still be of value. Work is a vehicle for sharing personal values, when employees work to benefit their families, leading to greater engagement at work (Kahn, 1990)

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.

2.6 EMOTIONAL EXHAUSTION AS A MODERATOR

Emotional exhaustion is a significant indicator of the success and functioning of organizations (Motowidlo & Van Scotter, 1994; Organ et al, 2006). Emotional exhaustion has appeared as the essential elements of burnout (Kenworthy et al., 2014; Wright & Bonett, 1997) 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) work efforts, job satisfaction, work motivation (Dust et al., 2018; Yeh et al., 2009), commitment towards the organization (Seery & Corrigall, 2009), 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 (Grandey et al., 2005; Wilk & Moynihan, 2005).

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).

Family motivation brings sense to work in such a way those workers see jobs as a way to help and maintain those most important to them (Menges et al., 2017; Rosso et al., 2010). If workers have good family support, they can see the job as helping their families. If employees are highly motivated by family, they see the job as fulfilling their family's intent to support. If workers already have the intrinsic motivation they draw energy from the workplace for the pleasure of themselves. If intrinsic motivation is weak, then family motivation is more often indispensable as it acts as a core energy cause outside the job (Menges et al., 2017). As employees perform job task for supporting their families, the job will be a vehicle for conveying their beliefs and values that leads to greater workplace engagement (Kahn, 1990). The family may act as a crucial resource of meaning that directs employee's success through improving the dynamism required for accomplishing the job tasks as well as eradicating from the tension that disturbs people's work.

Intrinsic motivation refers to the urge to participate in something because of the interest and pleasure that comes from it (Deci & Ryan, 2008). Employees experience magnetic attraction towards doing those tasks in which they have higher motivation (Grant, 2008). Intrinsic motivation minimizes employee's emotional exhaustion (Fernet et al., 2010; Grant and Sonnentag, 2010) that makes them more engaged in the work (Putra et al., 2017). SDT claimed that intrinsic motivation energizes employees by reducing their emotional exhaustion experience. Therefore, it is expected that the impact of intrinsic motivation would be to decrease emotional exhaustion aligned with prior studies. Employees are highly motivated for carrying out their job, are highly engaged in their work, and are not easily exhausted in the workplace when their families motivate and support them.

Employees with high motivation showed higher levels of engagement in the job. Motivation is positively correlated with work outcomes i.e. high engagement, satisfaction, and low burnout (Gagné & Deci, 2005). Rich et al. (2010) described employee engagement as a complete deployment of the hearts, hands, and head in their performance at work. Engagement is a very significant factor in each organization's success. Manalo et al. (2020) suggested that a higher motivation level has resulted in higher work engagement, organizational commitment, and satisfaction with the job.

Schaufeli et al. (2008) specify that engaged people showed persistence in the face of suffering. Often, they continue to work to fulfill their tasks (Bakker & Oerlemans 2016). 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 (Lazarus & Folkman, 1984), 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 and Sonnentag, (2010) 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 mediational relationship is weaker when emotional exhaustion is high rather than low.

CHAPTER 3

RESEARCH METHODOLOGY

This chapter presents the detail of research design and data collection procedure. It also define sampling techniques, sample size, population of the study, data source, research participants, instrument used to collect data and statistical techniques that we have used for data analysis in our study.

3.1 RESEARCH DESIGN ELEMENTS

In current study, the basic purpose was to investigate the relationship between variables i.e. family motivation, work engagement, intrinsic motivation and emotional exhaustion and to test hypotheses in work environment. That is why our study followed non-experimental, quantitative and correlational research design. The data was collected in normal working environment/ daily routine with minimal interference by researcher.

3.2 TIME HORIZON, UNIT OF ANALYSIS AND PARTICIPANTS

The data was collected from employees at different time period in a way to reduce common method bias in work environment. This study was cross section or one short studies because data was collected from participants at one point in time period (Bryman & Bell, 2011; Sekaran & Bougie, 2013). In current study unit of analysis was individual and participants were media firm employees.

3.3 STUDY VARIABLES

3.3.1 Dependent 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; Christian et al., 2011). 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).

3.3.2 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).

3.3.3 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” (R. Ryan & Deci, 2000).

3.3.4 Moderating Variable

Moderating variable is 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).

3.3.5 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.

3.4 POPULATION AND SAMPLING

3.4.1 Target Population

Table No 3.1
Target Populations

Sr.#	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
	Total	240

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 most develop city of this country. I was taken five Media firms work out in Lahore because it's convenient for me.

3.4.2 Sample Size Selection

Sample size was selected according to Kline (2015) and Field (2013) 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 quite 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 $240/350 = 68\%$

3.4.3 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. Basically 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.

3.5 THE INSTRUMENT DEVELOPMENT

The questionnaire was contained close-ended questions and it developed in English language. The questionnaire was divided into two parts such as personal information and main variables. The instrument first part was divided into three sections as follow. The first section explores personal information of respondent including employee name, organization name, designation, age, job type, tenure, marital status and education level. The second section contained 3 items on intrinsic motivation, and third section contained 5 items on family motivation, (see Annexure-A). The second part of survey instrument was divided into 2 sections first section contained 3 items on emotional exhaustion and second section contained 9 items on work engagement (See Annexure- B).

3.6 DATA COLLECTION PROCEDURE

During research, data collection is main process because we were collect 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.

3.7 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 and 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.

3.8 ETHICAL CONSIDERATION

Before conducted survey, firstly researcher told to employees about the objective of is this study. It would be used for research purpose in MPhil program. Researcher informed them that all provided information will remain strictly save and confidential. However researcher did not any misuse (e.g. data falsification) with the collected information from employees.

3.9 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 (T1and 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.

3.9.1 Family Motivation

Employees 'Family motivation was assessed using 5 items scale developed by (Menges et al., 2017). 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.

3.9.2 Intrinsic Motivation

Employees 'intrinsic motivation was assessed using 3 items scale developed by (Ryan & 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

3.9.3 Emotional Exhaustion

Employees 'emotional exhaustion was assessed using 3 items scale developed by (Wright & Cropanzoni, 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.

3.9.4 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.

CHAPTER 4

DATA ANALYSIS

This chapter describes the investigation of data as well as interpretations and explanations of the current findings. Data was investigated in order to identify, explore and describe the association between our study and control variable. We used both inferential and descriptive statistics in order to find better results.

4.1 DESCRIPTIVE STATISTICS

4.1.1 Descriptive Analysis of Participants' Characteristics

Table 4.1 presents frequency analysis of research respondents by their gender, age and work tenure with current organization. The results indicated that the majority of the respondents were male (219, 91.25%) while approximately one-fifth of the respondent was female (21, 8.75%). The age of 240 respondents ranged from 19 to 59 years (mean = 2.34 years, SD = 0.70 years). Majority of the observers belonged to 20-29 years age group (61.7%), followed by 30-39 years age group (27.9%) and less than 20 years (5.4).

Table 4.1
Frequency Analysis of Participants Gender, Age, Work Tenure

	Frequency	Percentage
Gender		
Male	219	91.3
Female	21	8.7
Age		
Less than 20 years	13	5.4
20-29 years	148	61.7
30-39 years	67	27.9
40-49 years	10	4.2
50-59 years	1	0.4
60 and above years	1	0.4
Tenure		
Under 1 year	36	15
1-2 years	62	25.8
3-5 years	100	41.7
6-10 years	14	5.8
11-15 years	10	4.2
16 plus years	18	7.5

On our request, the respondents were also provided data about their tenure at work out in current organization. The results shown that 15 % of respondent had work experience of less than one year with current organization, 25.8% of participants had 1 to 2 years of work experience in organization, 41.7% of respondent had 3 to 5 years work experience with current organization, 5.8 % respondents had worked experience with current organization for 6 to 10 years, 4.2% respondents had worked experience with current organization for 11 to 15 years, and 7.5 % for 16 years and more than employees had worked experience in organization (see table 4.1). In short, employees had a considerable worked experience with current organization and employer so they can give reliable information about their age and tenure.

Table 4.2
Participant's Education Level by Gender

Year of Education	Gender				Total	
	Male		Female			
	Freq	%	Freq	%	Freq	%
8 year	17	7.1	1	0.4	18	7.5
10 year	38	15.8	1	0.4	39	16.2
12 year	37	15.4	0	0.0	37	15.4
13 year	5	2.1	1	0.4	6	2.5
14 year	45	18.8	5	2.1	50	20.8
16 year	69	28.8	11	4.6	80	33.3
17 year	1	0.4	0	0.0	1	0.4
18 year	7	2.9	2	0.8	9	3.8
Total	219	91.2	21	8.8	240	100

Table 4.2 is presented respondent's level of education according to their gender. Out of 240, the majority of employees had 16 years' education i.e. 33.3%, 20.8% respondents had 14 years' education level, 16.2% of respondents had 10 years' education in this organization, and 15.4% of respondents had 12 years' education level. 80 employees who had 16 years' education consisted on 69 males and 11 females. 50 employees who had 14 years' education consisted on 45 males and 5 females, and 39 employees who had matric degree consisted on 38 males and 1 female in media firms. Table 4.2 shows all information (frequency and percentage) of respondents about education level with their gender.

Table 4.3
Participants' Characteristics

Characteristics	Min	Max	Mean	SD
Gender	1	2	1.08	0.28
Age (years)	1	6	2.34	0.70
Education (years)	8	18	13.38	2.73
Job Type	1	2	1.97	0.18
Tenure (years)	1	6	2.78	1.29
Marital Status	1	5	1.44	0.57

In our study, 44% of employees were married while 56% employees were single in media firm. Majority of employees, 54.1% were graduated and post-graduated with average 13.38 year of education. The respondents of this sample shown media firms employees were full time tenure with an average 2.78 years with current organization.

4.1.2 Descriptive Statistics of the Study Variables

This 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 point (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 between 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 feel 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 4.4
Descriptive Statistics of the Study Variables

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

4.2 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 4.5
Reliability of Scales

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

Above table 4.5 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.

4.3 CORRELATION MATRIX

Above Table 4.6 presents information about hypotheses testing, means, standard deviation, correlation values and cronbach's alphas. We find out result of bivariate correlation analysis among constructs. The correlation coefficients are measures that calculated values provide directions and initial supports for our proposed hypotheses in current study. First hypotheses results reveal that participant family motivation is positively and significantly associated to employee work engagement ($r = 0.44$, $p < 0.01$). The relationship between family motivation and intrinsic motivation also has a positive and significant ($r = 0.38$, $p < 0.01$) which is in H2. Our proposed hypotheses H3 results show that intrinsic motivation and work engagement has positive and significant relationship ($r = 0.49$, $p < 0.01$).

Table 4.6
Mean Standard Deviations and Correlations for the Study Variables

Correlations													
	Mean	SD	1	2	3	4	5	6	7	8	9	10	11
1. Gender	1.08	0.28											
2. Age	2.34	0.70	-.058										
3. Education	13.38	2.73	.201**	-.024									
4. Job type	1.97	0.18	-.110	.123	-.086								
5. Tenure	2.78	1.29	-.035	.255**	.122	.116							
6. Marital status	1.44	0.57	-.169*	.510**	-.067	.108	.263**						
7. Intrinsic Motivation	3.89	0.74	-.098	.106	-.026	.049	-.124	.092	(0.76)				
8. Family Motivation	6.03	0.95	-.160*	-.028	-.161*	.080	-.209**	.034	.384**	(0.81)			
9. Work Engagement	5.44	1.06	-.116	.101	-.207**	.061	-.024	.058	.494**	.439**	.408**	(0.89)	
10. Emotional Exhaustion	3.25	0.89	.026	.030	.037	.015	.026	.128	-.005	-.098	.210**	.084	(0.67)

Overall results show that there are negative significant relationship between family motivation and education ($r = -0.161$, $p < 0.05$); tenure ($r = -0.209$, $p < 0.01$), there are negative significant relationship between work engagement and education ($r = -0.207$, $p < 0.01$).

Table 4.7
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.

4.4 TESTS OF MODERATED MEDIATION

We examined the impact of independent variable (family motivation) on dependent variable (work engagement) could be explained through mediation (intrinsic motivation) by SPSS Process macro (model 4, Preacher & Hayes, 2008). 5000 bootstrap re-sampling was performed.

To explore our hypothesized model (H1 to H5), in which the effect of family motivation on work engagement via intrinsic motivation was conditional on emotional exhaustion, we used moderation mediational model technique in in Process macro Model 7 (Preacher et al, 2007) with 90%

confidence interval based on 5,000 bootstrap samples. We expected coefficient of model in which emotional exhaustion interact with family motivation to influence intrinsic motivation which in turn impact work engagement. Family motivation is predictor; and intrinsic motivation is mediator, work engagement is the criterion, and emotional exhaustion is moderator in between family motivation and intrinsic motivation. The results of moderated mediation analysis are explained in Table 4.7.

In H1, there is positive as well as significant relationship between family motivation and work engagement ($\beta = 0.33$, $t = 5.02$, $p < 0.001$). H2 show that there is positive and significant relationship between family motivation and intrinsic motivation ($\beta = 0.75$, $t = 4.01$, $p < 0.001$). The impact of intrinsic motivation on work engagement is positive as well as significant relationship in H3 ($\beta = 0.55$, $t = 6.57$, $p < 0.001$). The formal two tailed significant test demonstrated that the (unstandardized) indirect effect (0.15) is significant and in which indirect effect did not contain zero (0.09, 0.22), this provides support for Hypothesis 4. We used moderation technique in process model 7. In which emotional exhaustion interacts intrinsic motivation ($\beta = -0.14$, $t = -2.44$, $p < 0.05$). The interaction effect of emotional exhaustion and family motivation on intrinsic motivation was negative and significant. This provides support for Hypothesis 5.

The result of moderated mediation analysis are presented emotional exhaustion interacts with family motivation to influence intrinsic motivation which in turn impact on work engagement. Family motivation is predictor, intrinsic motivation is mediator, work engagement is criterion, and emotional exhaustion is moderator. In between family motivation and intrinsic motivation ($\beta = -0.08$, LLCI -0.14 to ULCI -0.03).

4.5 HYPOTHESES TESTING

We were examined hypotheses of study in two steps. Firstly we tested mediation model (H1 to H4) then secondly moderation model. We also examined complete moderation mediation model in (H5).

Table 4.8
Summary of Results

Hypotheses	Description of Hypotheses	Results
H₁	Family motivation is positively associated with work engagement.	Supported
H₂	Family motivation is positively associated with intrinsic motivation.	Supported
H₃	Intrinsic motivation is positively associated with work engagement.	Supported
H₄	Intrinsic motivation mediates the family motivation and work engagement relationship.	Supported
H₅	Emotional exhaustion moderates the relationship between family motivation and work engagements through intrinsic motivation, such that the meditational relationship is weaker, when emotional exhaustion is high rather than low.	Supported

CHAPTER 5

DISCUSSION AND CONCLUSION

5.1 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 and 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; Menges et al., 2017). Secondly, our study findings also showed that intrinsic motivation is positively linked with work engagement (hypothesis 3) in line with the study of Miao et al. (2020) that found intrinsically motivated employees tend 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.

5.2 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; Liu et al., 2020; Malik & Garg, 2020; Meynhardt et al., 2020; Yang et al., 2019) 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; Menges et al., 2017) In response to this call, our study examined intrinsic motivation and work engagement as outcomes of family motivation. 2) Prior studies Tabak and Hendy (2016) and Caniëls et al's (2018) demonstrated that there is a need to empirically investigate that 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 (Menges et al., 2017) Empirical evidence from Asian countries particularly in Pakistan is very limited.

Third, this study extends the intrinsic motivation literature in the following ways 1) empirically studies of Miao et al. (2020) showed that intrinsic motivation family motivation with employee work engagement. Our study showed that family motivation enhances the employee intrinsic motivation that in turn, advances their work engagement. This is the first study that examined the mediating role of intrinsic motivation between family motivation and work engagement relationship. 3), this study introduced the new predictor of intrinsic motivation, i.e. family motivation. The past studies have not examined the family motivation-intrinsic motivation link in the organizational setting. Four, our study extended the emotional exhaustion

literature by exploring its conditional effect in the family motivation and intrinsic motivation relationship as well as in the mediating influence of intrinsic motivation between family motivation and work engagement for the first time. Few studies have examined its moderation effect (Luqman et al., 2019) and most of the studies examined it as a mediating variable (Bao & Zhong, 2019; Neto et al., 2017). Therefore, our study has taken a moderating variable.

5.3 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 (Ouweneel et al., 2013) 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 a different opportunities on learning and career advice and help.

Our study findings showed that emotional exhaustion negatively influence family motivation and intrinsic motivation as well as the family motivation on work engagement relationship via intrinsic motivation as an intervening variable. Therefore, our study offers some useful perspectives for managers of human resources (HR) to reduce emotional exhaustion and introduce workplace wellness programmers in the organizations. First, managers can reduce the employee's exhaustion in the workplace through the coping strategies i.e. teaching appropriate behaviors and emotional management skills, carefully constructing the physical work environment, and screening for emotional labor. Second, managers can reduce the emotional exhaustion through the implementation of self-awareness training programs. A formalized training program can consist of handling complaints or irate

customers (role-playing activities), sharing real opinions or admitting mistakes (group discussions), eco-therapy (practical exercises) to strengthen the employee's self-awareness. Third, managers can lessen employee emotional exhaustion by implementing a two-month compulsory mindfulness programme and effective mental health mentoring programs for all new employees, regardless of their jobs, on the first day of the job to relieve their stress. This study illustrates that emotional exhaustion can be minimized by increasing felt challenge and feeling of the challenge can be increased by job interventions that consisted of stimulating competition, raising the importance of the task, and increasing the responsibility for the job. These strategies can help to improve employees' deep behavior and inspire employees, resulting in less emotional exhaustion of the employee (Huang et al., 2015).

5.4 LIMITATIONS AND FUTURE DIRECTIONS

This research, like other studies, has some limitations that need to be taken into account. The cross-sectional nature of the research design is the first limitation. Tough, cross-sectional studies (Spector, 2019) have greater importance in the literature of social sciences, but it restricts us from making conclusions in our model about the causal order of the constructs. 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 may 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; Umrani et al., 2019) . 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.

5.5 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.

REFERENCES

1. Abid, G., Sajjad, I., Elahi, N. S., Farooqi, S. and Nisar, A. (2018). The influence of prosocial motivation and civility on work engagement: The mediating role of thriving at work. *Cogent Business & Management*, 5(1), 1493712. <https://doi.org/10.1080/23311975.2018.1493712>
2. Amabile, T.M., Hill, K.G., Hennessey, B.A. and Tighe, E.M. (1994). The Work Preference Inventory: Assessing intrinsic and extrinsic motivational orientations. *Journal of Personality and Social Psychology*, 66(5), 950–967. <https://doi.org/10.1037/0022-3514.66.5.950>
3. Ashkanasy, N.M. and Daus, C.S. (2002). Emotion in the workplace: The new challenge for managers. *Academy of Management Perspectives*, 16(1), 76–86. <https://doi.org/10.5465/ame.2002.6640191>
4. Azoury, A., Daou, L. and Sleiaty, F. (2013). Employee engagement in family and non-family firms. *International Strategic Management Review*, 1(1–2), 11–29. <https://doi.org/10.1016/j.ism.2013.08.002>
5. Bakker, A.B. (2014). Daily Fluctuations in Work Engagement. *European Psychologist*, 19(4), 227–236.
6. Bakker, A.B. and Bal, M.P. (2010). Weekly work engagement and performance: A study among starting teachers. *Journal of Occupational and Organizational Psychology*, 83(1), 189–206.
7. Bakker, A.B. and Leiter, M.P. (2010). *Work engagement: A handbook of essential theory and research*. Psychology Press.
8. Bakker, A.B., Schaufeli, W.B., Leiter, M.P. and Taris, T.W. (2008). Work engagement: An emerging concept in occupational health psychology. *Work & Stress*, 22(3), 187–200.
9. Bao, Y. and Zhong, W. (2019). How stress hinders health among chinese public sector employees: The mediating role of emotional exhaustion and the moderating role of perceived organizational support. *International Journal of Environmental Research and Public Health*. 16(22), 4408. <https://doi.org/10.3390/ijerph16224408>
10. Bailey, C., Madden, A., Alfes, K. and Fletcher, L. (2017). The Meaning, Antecedents and Outcomes of Employee Engagement. *A Narrative Synthesis. International Journal of Management Reviews*, 19(1), 31–53. <https://doi.org/10.1111/ijmr.12077>

11. Bakker, A.B., Demerouti, E. and Sanz-Vergel, A.I. (2014). Burnout and Work Engagement: The JD–R Approach. *Annual Review of Organizational Psychology and Organizational Behavior*, 1(1), 389–411. <https://doi.org/10.1146/annurev-orgpsych-031413-091235>
12. Bakker, A.B. and Demerouti, E. (2017). Job demands–resources theory: Taking stock and looking forward. *Journal of Occupational Health Psychology*, 22(3), 273–285. <https://doi.org/10.1037/ocp0000056>
13. Bakker, A. (2008). *Building engagement in the workplace*. (I. C. C. & R.B. (Eds.), Ed.), *The Peak Performing Organization*. London, UK: Routledge. <https://doi.org/10.4324/9780203971611>
14. Bakker, A.B. (2011). An Evidence-Based Model of Work Engagement. *Current Directions in Psychological Science*, 20(4), 265–269. <https://doi.org/10.1177/0963721411414534>
15. Bakker, A.B. and Demerouti, E. (2009). The crossover of work engagement between working couples: A closer look at the role of empathy. *Journal of Managerial Psychology*, 24(3), 220–236. <https://doi.org/10.1108/02683940910939313>
16. Bakker, A.B. and Oerlemans, W.G.M. (2016). Momentary Work Happiness as a Function of Enduring Burnout and Work Engagement. *The Journal of Psychology*, 150(6), 755–778.
17. Bakker, A.B., Schaufeli, W.B., Leiter, M.P. and Taris, T.W. (2008). Work engagement: An emerging concept in occupational health psychology. *Work & Stress*, 22(3), 187–200.
18. Blackstock, S., Harlos, K., Macleod, M.L.P. and Hardy, C.L. (2015). The impact of organisational factors on horizontal bullying and turnover intentions in the nursing workplace. *Journal of Nursing Management*, 23(8), 1106–1114. <https://doi.org/10.1111/jonm.12260>
19. Brief, A.P., Raskas, D., Brett, J.F. and Stein, E. (1997). Feeling economically dependent on one's job: Its origins and functions with regard to worker well-being. *Journal of Applied Social Psychology*, 27(15), 1303–1315. <https://doi.org/10.1111/j.1559-1816.1997.tb01807.x>
20. Bryman, A. and Emma Bell. (2011). *Business Research Methods* (3rd ed.). New York, NY: Oxford University Press.

21. Christian, M.S., Garza, A.S. and Slaughter, J.E. (2011). Work engagement: A quantitative review and test of its relations with task and contextual performance. *Personnel Psychology*, 64(1), 89–136. <https://doi.org/10.1111/j.1744-6570.2010.01203.x>
22. Costa, P.L., Passos, A.M. and Bakker, A.B. (2015). Direct and Contextual Influence of Team Conflict on Team Resources, Team Work Engagement, and Team Performance. *Negotiation and Conflict Management Research*, 8(4), 211–227.
23. Caniëls, M.C.J., Semeijn, J.H. and Renders, I.H.M. (2018). Mind the mindset! The interaction of proactive personality, transformational leadership and growth mindset for engagement at work. *Career Development International*, 23(1), 48–66. <https://doi.org/10.1108/CDI-11-2016-0194>
24. Crawford, E.R., LePine, J.A. and Rich, B.L. (2010). Linking job demands and resources to employee engagement and burnout: A theoretical extension and meta-analytic test. *Journal of Applied Psychology*, 95(5), 834–848. <https://doi.org/10.1037/a0019364>
25. Caniëls, M.C.J., Semeijn, J.H. and Renders, I.H.M. (2018). Mind the mindset! The interaction of proactive personality, transformational leadership and growth mindset for engagement at work. *Career Development International*, 23(1), 48–66. <https://doi.org/10.1108/CDI-11-2016-0194>
26. Chan, X.W., Kalliath, T., Brough, P., Siu, O.L., O’Driscoll, M.P. and Timms, C. (2016). Work–family enrichment and satisfaction: the mediating role of self-efficacy and work–life balance. *International Journal of Human Resource Management*. 27(15), 1755-1776.
27. Clarke, N., Alshenalfi, N. and Garavan, T. (2019). Upward influence tactics and their effects on job performance ratings and flexible working arrangements: The mediating roles of mutual recognition respect and mutual appraisal respect. *Human Resource Management*, 58(4), 397-416.
28. Csikszentmihalyi, M. (1990). *Flow: The psychology of optimal experience*. Chicago: Harper and Row.
29. Cropanzano, R. and Wright, T.A. (2001). When a “happy” worker is really a “productive” worker: A review and further refinement of the happy-productive worker thesis. *Consulting Psychology Journal: Practice and Research*, 53(3), 182–199.

30. Cronbach, L.J. (1951). Coefficient alpha and the internal structure of tests. *Psychometrika*, 16(3), 297–334.
31. Dicke, T., Parker, P.D., Marsh, H.W., Kunter, M., Schmeck, A. and Leutner, D. (2014). Self-efficacy in classroom management, classroom disturbances, and emotional exhaustion: A moderated mediation analysis of teacher candidates. *Journal of Educational Psychology*, 106(2), 569–583. <https://doi.org/10.1037/a0035504>
32. Deci, E.L. and Ryan, R.M. (1985). *Intrinsic Motivation and Self-Determination in Human Behavior*. New York, NY: Plenum Press. <https://doi.org/10.1007/978-1-4899-2271-7>
33. Deci, E.L. and Ryan, R.M. (2000). The “What” and “Why” of Goal Pursuits: Human Needs and the Self-Determination of Behavior. *Psychological Inquiry*, 11(4), 227–268.
34. Deci, E.L. and Ryan, R.M. (2008). Facilitating optimal motivation and psychological well-being across life’s domains. *Canadian Psychology/Psychologie Canadienne*, 49(1), 14–23.
35. Deci, E.L. and Ryan, R.M. (2010). *Self-determination*. John Wiley & Sons.
36. Demerouti, E. and Bakker, A.B. (2006). Employee well-being and job performance: Where we stand and where we should go. In *Occupational Health Psychology: European Perspectives on Research Education and Practice* (In: Houdmo, pp. 83–111). Maia, Portugal: ISMAI Publications.
37. Devonish, D. (2013). Workplace bullying, employee performance and behaviors: The mediating role of psychological well-being. *Employee Relations*, 35(6), 630–647. <https://doi.org/10.1108/ER-01-2013-0004>
38. Dust, S.B., Resick, C.J., Margolis, J.A., Mawritz, M.B. and Greenbaum, R.L. (2018). Ethical leadership and employee success: Examining the roles of psychological empowerment and emotional exhaustion. *The Leadership Quarterly*, 29(5), 570–583.
39. Edwards, J.R. and Rothbard, N.P. (2000). Mechanisms linking work and family: Clarifying the relationship between work and family constructs. *Academy of Management Review*, 25(1), 178–199.

40. Erum, H., Abid, G., Contreras, F. and Islam, T. (2020). Role of Family Motivation, Workplace Civility and Self-Efficacy in Developing Affective Commitment and Organizational Citizenship Behavior. *European Journal of Investigation in Health, Psychology and Education*. <https://doi.org/10.3390/ejihpe10010027>
41. Fischer, C., Malycha, C.P. and Schafmann, E. (2019). The influence of intrinsic motivation and synergistic extrinsic motivators on creativity and innovation. *Frontiers in Psychology*. <https://doi.org/10.3389/fpsyg.2019.00137>
42. Fernet, C., Gagné, M. and Austin, S. (2010). When does quality of relationships with coworkers predict burnout over time? The moderating role of work motivation. *Journal of Organizational Behavior*, 31(8), 1163–1180. <https://doi.org/10.1002/job.673>
43. Freudenberger, H.J. (1974). Staff Burn-Out. *Journal of Social Issues*, 30(1), 159–165. <https://doi.org/10.1111/j.1540-4560.1974.tb00706.x>
44. Field, A. (2013). *Discovering statistics using IBM SPSS statistics*.
45. Gagné, M. and Deci, E.L. (2005). Self-determination theory and work motivation. *Journal of Organizational Behavior*, 26(4), 331–362. <https://doi.org/10.1002/job.322>
46. Georgellis, Y., Iossa, E. and Tabvuma, V. (2011). Crowding Out Intrinsic Motivation in the Public Sector. *Journal of Public Administration Research and Theory*, 21(3), 473–493. <https://doi.org/10.1093/jopart/muq073>
47. Grandey, A.A., Fisk, G.M. and Steiner, D.D. (2005). Must “Service With a Smile” Be Stressful? The Moderating Role of Personal Control for American and French Employees. *Journal of Applied Psychology*, 90(5), 893–904. <https://doi.org/10.1037/0021-9010.90.5.893>
48. Grant, A.M. (2007). Relational job design and the motivation to make a prosocial difference. *Academy of Management Review*, 32(2), 393–417. <https://doi.org/10.5465/AMR.2007.24351328>
49. Grant, A.M. (2008). Does intrinsic motivation fuel the prosocial fire? Motivational synergy in predicting persistence, performance, and productivity. *Journal of Applied Psychology*, 93(1), 48–58. <https://doi.org/10.1037/0021-9010.93.1.48>

50. Grant, A.M. and Sonnentag, S. (2010). Doing good buffers against feeling bad: Prosocial impact compensates for negative task and self-evaluations. *Organizational Behavior and Human Decision Processes*, 111(1), 13–22. <https://doi.org/10.1016/j.obhdp.2009.07.003>
51. Greenhaus, J.H. and Powell, G.N. (2006). When work and family are allies: A theory of work-family enrichment. *Academy of Management Review*, 31(1), 72–92. <https://doi.org/10.5465/AMR.2006.19379625>
52. Grzywacz, J.G. and Marks, N.F. (2000). Reconceptualizing the work–family interface: An ecological perspective on the correlates of positive and negative spillover between work and family. *Journal of Occupational Health Psychology*, 5(1), 111–126.
53. Gawke, J.C., Gorgievski, M.J. and Bakker, A.B. (2017). Employee intrapreneurship and work engagement: A latent change score approach. *Journal of Vocational Behavior*, 100, 88–100.
54. Hakanen, J.J., Peeters, M.C.W. and Schaufeli, W.B. (2018). Different types of employee wellbeing across time and their relationships with job crafting. *Journal of Occupational Health Psychology*, 23(2), 289–301. <https://doi.org/10.1037/ocp0000081>
55. Halbesleben, J.R.B., Harvey, J. and Bolino, M.C. (2009). Too engaged? A conservation of resources view of the relationship between work engagement and work interference with family. *Journal of Applied Psychology*, 94(6), 1452–1465. <https://doi.org/10.1037/a0017595>
56. Halbesleben, J.R.B. and Bowler, W.M. (2007). Emotional exhaustion and job performance: The mediating role of motivation. *Journal of Applied Psychology*, 92(1), 93–106.
57. Hoobler, J.M. and Brass, D.J. (2006). Abusive supervision and family undermining as displaced aggression. *Journal of Applied Psychology*, 91(5), 1125–1133. <https://doi.org/10.1037/0021-9010.91.5.1125>
58. Hua, Y., Cheng, X., Hou, T. and Luo, R. (2019). Monetary Rewards, Intrinsic Motivators, and Work Engagement in the IT-Enabled Sharing Economy: A Mixed-Methods Investigation of Internet Taxi Drivers*. *Decision Sciences*, 0(0), 1–31. <https://doi.org/10.1111/deci.12372>
59. Huang, J.L., Chiaburu, D.S., Zhang, X. an, Li, N. and Grandey, A.A. (2015). Rising to the challenge: Deep acting is more beneficial when tasks are appraised as challenging. *Journal of Applied Psychology*. 100(5), 1398-1408

60. Imran, M.Y., Elahi, N.S., Abid, G., Ashfaq, F. and Ilyas, S. (2020). Impact of perceived organizational support on work engagement: Mediating mechanism of thriving and flourishing. *Journal of Open Innovation: Technology, Market, and Complexity*. 6(3), 82-100.
61. Kahn, W.A. (1990). Psychological Conditions of Personal Engagement and Disengagement at Work. *Academy of Management Journal*, 33(4), 692–724. <https://doi.org/10.5465/256287>
62. Kline, R.B. (1998). Principles and Practice of Structural Equation Modeling. New York, NY: Guilford Press.
63. Karatepe, O.M. (2011). Procedural Justice, Work Engagement, and Job Outcomes: Evidence from Nigeria. *Journal of Hospitality Marketing & Management*, 20(8), 855–878.
64. Kenworthy, J., Fay, C., Frame, M. and Petree, R. (2014). A meta-analytic review of the relationship between emotional dissonance and emotional exhaustion. *Journal of Applied Social Psychology*, 44(2), 94–105. <https://doi.org/10.1111/jasp.12211>
65. Kline., R. (2015). Principles and Practice of Structural Equation Modeling. In *Guilford publications*. (4th ed.). New York, NY: Guilford Publications.
66. Kira, M., Balkin, D.B. and San, E. (2012). Authentic Work and Organizational Change: Longitudinal Evidence from a Merger. *Journal of Change Management*, 12(1), 31–51.
67. Kammeyer-Mueller, J.D., Simon, L.S. and Judge, T.A. (2016). A Head Start or a Step Behind? Understanding How Dispositional and Motivational Resources Influence Emotional Exhaustion. *Journal of Management*, 42(3), 561–581.
68. Karatepe, O.M. (2013). High-performance work practices and hotel employee performance: The mediation of work engagement. *International Journal of Hospitality Management*, 32(1), 132–140. <https://doi.org/10.1016/j.ijhm.2012.05.003>
69. Low, G.S., Cravens, D.W., Grant, K. and Moncrief, W.C. (2001). Antecedents and consequences of salesperson burnout. *European Journal of Marketing*, 35(5/6), 587–611.

70. Langelan, S., Bakker, A.B., van Doornen, L.J.P. and Schaufeli, W.B. (2006). Burnout and work engagement: Do individual differences make a difference? *Personality and Individual Differences*, 40(3), 521–532. <https://doi.org/10.1016/j.paid.2005.07.009>
71. Lazarus, R.S. and Folkman, S. (1984). Stress, appraisal, and coping. New York, NY: Springer. Li, J. (Justin), Wong, I. A., & Kim, W. G. (2017). Does mindfulness reduce emotional exhaustion? A multilevel analysis of emotional labor among casino employees. *International Journal of Hospitality Management*, 64, 21–30.
72. Liu, Y., Wang, M., Chang, C.H., Shi, J., Zhou, L. and Shao, R. (2015). Work–family conflict, emotional exhaustion, and displaced aggression toward others: The moderating roles of workplace interpersonal conflict and perceived managerial family support. *Journal of Applied Psychology*, 100(3), 793–808. <https://doi.org/10.1037/a0038387>
73. Liu, S., Xin, H., Shen, L., He, J. and Liu, J. (2020). The Influence of Individual and Team Mindfulness on Work Engagement. *Frontiers in Psychology*. <https://doi.org/10.3389/fpsyg.2019.02928>
74. Luqman, R., Fatima, S., Ahmed, S., Khalid, I. and Bhatti, A. (2019). The Impact of Autocratic Leadership Style on Counterproductive Work Behavior: The Mediating role of Employee Commitment and Moderating role of Emotional Exhaustion. *Pollster Journal of Academic Research*.
75. Menges, J.I., Tussing, D.V, Wihler, A. and Grant, A.M. (2017). When Job Performance is All Relative: How Family Motivation Energizes Effort and Compensates for Intrinsic Motivation. *Academy of Management Journal*, 60(2), 695–719.
76. Macey, W.H. and Schneider, B. (2008). The Meaning of Employee Engagement. *Industrial and Organizational Psychology*, 1(1), 3–30. <https://doi.org/10.1111/j.1754-9434.2007.0002.x>
77. Manalo, R.A., Castro, B. and Uy, C. (2020). The Mediating Role of Job Satisfaction on the Effect of Motivation to Organizational Commitment and Work Engagement of Private Secondary High School Teachers in Metro-Manila. *Review of Integrative Buisness and Economics Research*, 9(1), 133–160.
78. Maslach, C. and Leiter, M.P. (1997). The truth about burnout. San Francisco: Jossey-Bass.

79. Maslach, Christina, Schaufeli, W.B., and Leiter, M.P. (2001). Job Burnout. *Annual Review of Psychology*, 52(1), 397–422.
80. May, D.R., Gilson, R.L. and Harter, L.M. (2004). The psychological conditions of meaningfulness, safety and availability and the engagement of the human spirit at work. *Journal of Occupational and Organizational Psychology*, 77(1), 11–37.
81. Malik, P. and Garg, P. (2020). Learning organization and work engagement: the mediating role of employee resilience. *International Journal of Human Resource Management*.
82. Menges, J.I., Tussing, D.V, Wihler, A. and Grant, A. M. (2017). When Job Performance is All Relative: How Family Motivation Energizes Effort and Compensates for Intrinsic Motivation. *Academy of Management Journal*, 60(2), 695–719.
83. Meynhardt, T., Brieger, S.A. and Hermann, C. (2020). Organizational public value and employee life satisfaction: the mediating roles of work engagement and organizational citizenship behavior. *International Journal of Human Resource Management*.
84. Miao, S., Rhee, J. and Jun, I. (2020). How much does extrinsic motivation or intrinsic motivation affect job engagement or turnover intention? A comparison study in China. *Sustainability (Switzerland)*. <https://doi.org/10.3390/su12093630>
85. Moeller, J., Ivcevic, Z., White, A.E., Menges, J.I. and Brackett, M.A. (2018). Highly engaged but burned out: intra-individual profiles in the US workforce. *Career Development International*, 23(1), 86–105.
86. Motowidlo, S.J. and Van Scotter, J.R. (1994). Evidence that task performance should be distinguished from contextual performance. *Journal of Applied Psychology*, 79(4), 475–480.
87. Neto, M., Ferreira, A.I., Martinez, L.F. and Ferreira, P.C. (2017). Workplace Bullying and Presenteeism: The Path Through Emotional Exhaustion and Psychological Wellbeing. *Annals of Work Exposures and Health*. <https://doi.org/10.1093/annweh/wxx022>
88. Orth, M. and Volmer, J. (2017). Daily within-person effects of job autonomy and work engagement on innovative behaviour: The cross-level moderating role of creative self-efficacy. *European Journal of Work and Organizational Psychology*, 26(4), 601–612.

89. Organ, D.W., Podsakoff, P.M. and MacKenzie, S.B. (2006). *Organizational citizenship behavior: Its nature, antecedents, and consequences*. Thousand Oaks, CA: Sage.
90. Ouweneel, E., Le Blanc, P.M. and Schaufeli, W.B. (2013). Do-it-yourself: An online positive psychology intervention to promote positive emotions, self-efficacy, and engagement at work. *Career Development International*.
91. Pawar, B.S. (2009). Some of the Recent Organizational Behavior Concepts as Precursors to Workplace Spirituality. *Journal of Business Ethics*, 88(2), 245–261. <https://doi.org/10.1007/s10551-008-9961-3>
92. Petrou, P., Demerouti, E., Peeters, M.C.W., Schaufeli, W.B. and Hetland, J. (2012). Crafting a job on a daily basis: Contextual correlates and the link to work engagement. *Journal of Organizational Behavior*, 33(8), 1120–1141. <https://doi.org/10.1002/job.1783>
93. Putra, E.D., Cho, S. and Liu, J. (2017). Extrinsic and intrinsic motivation on work engagement in the hospitality industry: Test of motivation crowding theory. *Tourism and Hospitality Research*, 17(2), 228–241. <https://doi.org/10.1177/1467358415613393>
94. Preacher, K.J. and Hayes, A.F. (2008). Asymptotic and resampling strategies for assessing and comparing indirect effects in multiple mediator models. *Behavior Research Methods*, 40(3), 879–891. <https://doi.org/10.3758/BRM.40.3.879>
95. Preacher, K.J., Rucker, D.D. and Hayes, A.F. (2007). Addressing Moderated Mediation Hypotheses: Theory, Methods, and Prescriptions. *Multivariate Behavioral Research*, 42(1), 185–227.
96. Rich, B.L., Lepine, J.A. and Crawford, E.R. (2010). Job Engagement: Antecedents and Effects on Job Performance. *Academy of Management Journal*, 53(3), 617–635. <https://doi.org/10.5465/amj.2010.51468988>
97. Rosso, B.D., Dekas, K.H. and Wrzesniewski, A. (2010). On the meaning of work: A theoretical integration and review. *Research in Organizational Behavior*. <https://doi.org/10.1016/j.riob.2010.09.001>
98. Rothbard, N.P. and Edwards, J. (2003). Investment in work and family roles: A test of identity and utilitarian motives. *Personnel Psychology*, 56(3), 699–729. <https://doi.org/10.1111/j.1744-6570.2003.tb00755.x>

99. Ryan, R. and Deci, E. (2000). Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being. *The American Psychologist*, 55(1), 68–78. <https://doi.org/10.1037/0003-066X.55.1.68>
100. Ryan, R.M. and Deci, E.L. (2001). On Happiness and Human Potentials: A Review of Research on Hedonic and Eudaimonic Well-Being. *Annual Review of Psychology*, 52(1), 141–166. <https://doi.org/10.1146/annurev.psych.52.1.141>
101. Ryan, R.M. and Connell, J.P. (1989). Perceived locus of causality and internalization: Examining reasons for acting in two domains. *Journal of Personality and Social Psychology*, 57(5), 749–761. <https://doi.org/10.1037/0022-3514.57.5.749>
102. Schaufeli, W.B. and Bakker, A.B. (2004). Job demands, job resources, and their relationship with burnout and engagement: a multi-sample study. *Journal of Organizational Behavior*, 25(3), 293–315.
103. Sonnentag, S., Dormann, C. and Demerouti, E. (2010). Not all days are created equal: The concept of state work engagement. *Work Engagement: A Handbook of Essential Theory and Research*. Hove, East Sussex, UK: Psychology Press.
104. Stollberger, J., Las Heras, M., Rofcanin, Y. and Bosch, M.J. (2019). Serving followers and family? A trickle-down model of how servant leadership shapes employee work performance. *Journal of Vocational Behavior*, 112, 158–171. <https://doi.org/10.1016/j.jvb.2019.02.003>
105. Schaufeli, W., Salanova, M., González-romá, V. and Bakker, A. (2002). The Measurement of Engagement and Burnout: A Two Sample Confirmatory Factor Analytic Approach. *Journal of Happiness Studies*, 3, 71–92. <https://doi.org/10.1023/A:1015630930326>
106. Schaufeli, W.B. and Bakker, A.B. (2010). *Defining and measuring work engagement: Bringing clarity to the concept*. *Work engagement: A handbook of essential theory and research*. (in Bakker,). New York, NY: Psychology Press.
107. Schaufeli, W.B. (2013). *What is Engagement? Employee Engagement in Theory and Practice*. London, UK: Routledge.
108. Schaufeli, W.B., Taris, T.W. and van Rhenen, W. (2008). Workaholism, Burnout, and Work Engagement: Three of a Kind or Three Different Kinds of Employee Well-being? *Applied Psychology*, 57(2), 173–203.

109. Seery, B.L. and Corrigall, E.A. (2009). Emotional labor: links to work attitudes and emotional exhaustion. *Journal of Managerial Psychology*, 24(8), 797–813. <https://doi.org/10.1108/02683940910996806>
110. Shu, C.Y. (2015). The Impact of Intrinsic Motivation on The Effectiveness of Leadership Style towards on Work Engagement. *Contemporary Management Research*, 11(4), 327–350.
111. Sinclair, C. (2008). Initial and changing student teacher motivation and commitment to teaching. *Asia-Pacific Journal of Teacher Education*, 36(2), 79–104. <https://doi.org/10.1080/13598660801971658>
112. Schaufeli, W.B., Bakker, A.B. and Salanova, M. (2006). The Measurement of Work Engagement with a Short Questionnaire- A Cross-national Study. *Educational and Psychological Measurement*, 66(4), 701–716. <https://doi.org/10.1177/0013164405282471>
113. Spector, P.E. (2019). Do Not Cross Me: Optimizing the Use of Cross-Sectional Designs. *Journal of Business and Psychology*. <https://doi.org/10.1007/s10869-018-09613-8>
114. Sekaran, U. and Bougie, R. (2013). Research method for business: A skill-building approach (6th ed.). New York, NY: John Wiley and Sons.
115. Tabak, F. and Hendy, N.T. (2016). Work Engagement: Trust as a Mediator of the Impact of Organizational Job Embeddedness and Perceived Organizational Support. *Organization Management Journal*, 13(1), 21–31. <https://doi.org/10.1080/15416518.2015.1116968>
116. Tims, M., Bakker, A.B. and Derks, D. (2015). Job crafting and job performance: A longitudinal study. *European Journal of Work and Organizational Psychology*, 24(6), 914–928.
117. Tariq, H. and Ding, D. (2018). Why am I still doing this job? The examination of family motivation on employees' work behaviors under abusive supervision. *Personnel Review*, 47(2), 378–402.
118. Umrani, W.A., Siyal, I.A., Ahmed, U., Ali Arain, G., Sayed, H. and Umrani, S. (2019). Does family come first? Family motivation-individual's OCB assessment via self-efficacy. *Personnel Review*.
119. Vallerand, R.J. (1997). Toward A Hierarchical Model of Intrinsic and Extrinsic Motivation. *Advances in Experimental Social Psychology*, 29, 271–360. [https://doi.org/10.1016/S0065-2601\(08\)60019-2](https://doi.org/10.1016/S0065-2601(08)60019-2)

120. Vallerand, R.J. (2000). Deci and Ryan's self-determination theory: A view from the hierarchical model of intrinsic and extrinsic motivation. *Psychological Inquiry*, 11, 312–318.
121. Van Beek, I., Hu, Q., Schaufeli, W.B., Taris, T.W. and Schreurs, B.H.J. (2012). For Fun, Love, or Money: What Drives Workaholic, Engaged, and Burned-Out Employees at Work? *Applied Psychology*, 61(1), 30–55.
122. Van den Broeck, A., Lens, W., De Witte, H. and Van Coillie, H. (2013). Unraveling the importance of the quantity and the quality of workers' motivation for well-being: A person-centered perspective. *Journal of Vocational Behavior*, 82(1), 69–78.
123. Vroom, V. (1964). *Motivation and work*. New York, NY: Wiley.
124. Wilk, S.L. and Moynihan, L.M. (2005). Display Rule “Regulators”: The Relationship Between Supervisors and Worker Emotional Exhaustion. *Journal of Applied Psychology*, 90(5), 917–927.
125. Wright, T.A. and Bonett, D.G. (1997). The contribution of burnout to work performance. *Journal of Organizational Behavior*, 18(5), 491–499.
126. Wright, T.A. and Cropanzano, R. (1998). Emotional exhaustion as a predictor of job performance and voluntary turnover. *Journal of Applied Psychology*, 83(3), 486–493.
127. Wrzesniewski, A., McCauley, C., Rozin, P. and Schwartz, B. (1997). Jobs, Careers, and Callings: People's Relations to Their Work. *Journal of Research in Personality*, 31(1), 21–33.
128. Xanthopoulou, D., Bakker, A.B., Demerouti, E. and Schaufeli, W.B. (2009). Work engagement and financial returns: A diary study on the role of job and personal resources. *Journal of Occupational and Organizational Psychology*, 82(1), 183–200.
129. Yang, X., Feng, Y., Meng, Y. and Qiu, Y. (2019). Career adaptability, work engagement, and employee well-being among chinese employees: The role of Guanxi. *Frontiers in Psychology*. <https://doi.org/10.3389/fpsyg.2019.01029>
130. Yeh, C.J., Arora, A.K. and Wu, K.A. (2007). A New Theoretical Model of Collectivistic Coping. In *Handbook of Multicultural Perspectives on Stress and Coping* (In P. T. P, pp. 55–72). New York, NY: Springer US.

131. Yeh, W.Y., Cheng, Y. and Chen, C.J. (2009). Social patterns of pay systems and their associations with psychosocial job characteristics and burnout among paid employees in Taiwan. *Social Science & Medicine*, 68(8), 1407–1415. <https://doi.org/10.1016/j.socscimed.2009.01.031>
132. Zhang, X. and Bartol, K.M. (2010). Linking empowering leadership and employee creativity: The influence of psychological empowerment, intrinsic motivation, and creative process engagement. *Academy of management journal*, 53(1), 107-128.
133. Zhang, X., Liao, H., Li, N., and Colbert, A. (2019). Playing It Safe for My Family: Exploring the Dual Effects of Family Motivation on Employee Productivity and Creativity. *Academy of Management Journal*. <https://doi.org/10.5465/amj.2018.0680>

ANNEXURE – A

QUESTIONNAIRE (T1)

As a part of my research work I am conducting a survey. Please complete the questionnaire by indicating the extent to which your agreement with each statement. I assure you your response is highly valued and will remain completely confidential, anonymous and used for the academic purpose. There are no rights or wrong answers. Please answer each question as honestly as you can. **It is most important that you answer ALL questions.** Thank you for taking the time to participation in this important research project.

Please tick or circle in the appropriate box:

Your good Name please (Optional) _____

What is your Designation _____

What is your Organizations' Name _____

Gender:

☐ Male

☐ Female

Age:

☐ Under 20years

☐ 20-29years

☐ 30-39years

☐ 40-49 years

☐ 50-59years

☐ 60+ years

Marital Status:

☐ Married

☐ Unmarried

☐ Divorced

☐ Widow

Personal Job Status:

☐ Part-Time

☐ Full-Time

**Length of time Working
for this Organization:**

☐ under 1years

☐ 1-2year

☐ 3-5 years

☐ 6-10years

☐ 11-15years

☐ 16+years

Education:

Intrinsic Motivation Read each statement carefully. Then indicate the extent to which these statements are true for you by circling the number in front of each statement. (Please tick only one number)	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I will exert Effort at Work;					
1. Because I enjoy the work itself,	1	2	3	4	5
2. Because I find the work engaging	1	2	3	4	5
3. Because I find the work interesting	1	2	3	4	5

Family Motivation Please read the following statements carefully and indicate by putting (✓) in the appropriate box that how much you are motivated (Please tick only one number)	Strongly Disagree	Disagree	Slightly Disagree	Neither	Slightly Agree	Agree	Strongly Agree
1. I care about supporting my family.	1	2	3	4	5	6	7
2. I want to help my family?	1	2	3	4	5	6	7
3. I want to have a positive impact on my family?	1	2	3	4	5	6	7
4. It is important to do good for my family?	1	2	3	4	5	6	7
5. My family benefits from my job?	1	2	3	4	5	6	7

Thank you for your Time and Cooperation.

ANNEXURE – B

QUESTIONNAIRE (T2)

As a part of my research work I am conducting a survey. Please complete the questionnaire by indicating the extent to which your agreement with each statement. I assure you your response is highly valued and will remain completely confidential, anonymous and used for the academic purpose. There are no rights or wrong answers. Please answer each question as honestly as you can. **It is most important that you answer ALL questions.** Thank you for taking the time to participation in this important research project.

Respondent's Details:

Your good Name please (Optional) _____

What is your Designation _____

What is your Organizations' Name _____

Work Engagement Please indicate your disagreement or agreement with each of the following statements. (Please tick only one number)	Strongly Disagree	Disagree	Slightly Disagree	Neither	Slightly Agree	Agree	Strongly Agree
6. At my work, I feel bursting with energy.	1	2	3	4	5	6	7
7. At my job, I feel strong and vigorous.	1	2	3	4	5	6	7
8. When I get up in the morning, I feel like going to work.	1	2	3	4	5	6	7
9. I am enthusiastic about my job.	1	2	3	4	5	6	7
10. My job inspires me.	1	2	3	4	5	6	7
11. I am proud of the work that I do.	1	2	3	4	5	6	7
12. I feel happy when I am working intensely.	1	2	3	4	5	6	7
13. I am immersed in my work.	1	2	3	4	5	6	7
14. I get carried away when I am working.	1	2	3	4	5	6	7

Emotional Exhaustion Please indicate your disagreement or agreement that best reflect your work. (Please tick only one number)	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I will exert Effort at Work;					
4. I feel emotionally drained from my work?	1	2	3	4	5
5. I feel fatigued and have to face another day on job?	1	2	3	4	5
6. I feel I work too hard on my job?	1	2	3	4	5

Thank you for your time and Cooperation