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Family Motivation and Employee Creativity: Moderating Impact of Country Culture Individualism

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Abstract
This study applies individualism in national cultural orientation as a moderating factor to examine the relationship between worker creativity and family motivation. Based on the self-determination theory, hypothesis was developed that family motivation has a favorable influence on employee creativity, while country culture (individualism) negatively moderates relationships. Survey based methodology is adapted and data of 394 employees from various organizations in Pakistan is collected. The data is analyzed by using SPSS-21. According to findings, family motivation is favorably associated with employee innovation, and nation culture has a negative moderating effect on this association. Particularly, family motivation has a lesser effect on employee innovation in individualistic societies than in collectivistic ones. This study adds to the current literature of work concerning employee creativity by emphasizing the importance of societal and cultural variables in shaping it. The findings have implications for managers seeking to foster employee innovation in a variety of cultural contexts. Organizations can encourage employee creativity and innovation by creating a family-friendly environment which respects the families of workers and distinct cultural backgrounds.

Keywords: Family motivation, Employee creativity, Country culture, Individualism, work-family dynamics

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Introduction:

Family motivation is a key source and driver of employee job success (Motowidlo, 2003). According to Zhang et al. (2020), employees who are motivated by their families work harder on their assigned duties to complete things that are valuable to them and their households. Family motivation drives employees to work hard to achieve the required level of innovation and efficiency because they feel responsible and motivated to work harder to help their families (Zhang et al, 2020). Since creativity involves societal dimensions that can be influenced by cultural context, it encompasses elements that go beyond the individual level even, yet creativity is a psychology process at the individualized level (Jungert et al., 2021). Westwood and Low (2003) found a favorable correlation between creativity and culture.

According to the findings of Menges et al. (2017) and other scholars, the majority of people work primarily to support their families. However, astonishingly, very few research has been conducted with the goal of investigating the influence of family motivation. So, this study is being conducted to investigate the relationship involving family motivation and employee innovative behavior.

Problem Statement:

According to Zhang et al. (2019), family motivation stimulates an employee's productivity and creativity. According to Zhang et al. (2019), more research is needed to investigate the effect for family motivation on employee innovation. A negligible quantity of investigation has been conducted with the objective. Zhang et al. (2019) also suggested that Chinese culture may have influenced the findings. As a result, the moderating influence of country culture should be examined as a major academic priority. Zhang et al. (2019) advocated this to see if personnel from China or nations other than China produced different results. As a result, this study would provide valuable insight into this problem by demonstrating the

generalizability of their research.

Research Questions:

1. Does employee creativity depend on family motivation?
2. Does individualistic national cultural orientation affect the relationship between family motivation and worker creativity?

Significance of the study:

Our study yielded the following significant contributions. In non-Western cultural contexts, it firstly supports the call for research on employee innovation and family motivation. Second, it uses real-world information from a non-Western country to establish the impact of family motivation on employee innovation. Third, the outcomes would be used to put forth a new way for families to encourage productive views and behaviors that promote organizational success.

Review of Literature:

Family Motivation:

Menges et al. (2017) define family motivation as "the desire to devote effort to help one's family". Workers have a drive at work to make a nice sum of financial resources so they can help their families simply because they have a deep and intense relationship with the beneficiary of their employment, i.e. family. As a result, their determination supplied strength and focus for putting in hard and long hours (Grant, 2007). There are five distinct reasons why family motivation is likely an exceptionally strong source of effort for people at work (Menges et al., 2017). First, due of the natural bond between close relatives (Burnstein et al., 1994). Furthermore, family members are more likely to be encountered than other beneficiaries because they often live together, which drives individuals to work hard and obtain a good living (Grant, 2007). Third, prosocial motivation is likely to be stronger when employees can directly see how the outcome would affect their home. (Menges et al., 2017). Fourth, comparing to other the recipients,

employees have a stronger sense of obligation to provide financial assistance to their dependents to assist with their daily needs (Menges et al., 2017). Fifthly, a profession holding individual seeking to maintain his family unit merely needs to dedicate concentrate to a modest amount of their human beings (Menges et al., 2017). Researchers believe that when the degree of family motivation is elevated, workers are going to see their job as a critical or vital means of assisting or assisting those who are valuable and significant to them, increasing the value that work has (Rothbard and Edwards, 2003). Individuals will be motivated and empowered to work longer and more difficult to benefit them and their beneficiaries (Duckworth et al., 2007).

Employee Creativity:

At the workplace, creativity refers to the development of useful and innovative thoughtful ideas or solutions (Zhou and George, 2001). There are many stressors in the job today, including high standards, Insufficient resources, excessive workloads, uncertainty, intense competition, shifts, harassment at work, a lack of social connections, and unhygienic labor settings (Jacobs, 2016). Furthermore, because it is so few work possibilities in underdeveloped countries, people are forced to accept any low-wage job they can find, even if it is underpaying, repetitious, and lacks autonomy (Erum et al., 2020). All these aspects contribute to the reduction of an employee's internal and extrinsic motivation. In this case, numerous questions arise, such as what inspires individuals to do their jobs and why they exhibit a positive attitude and behaviors towards organizational development. Experts anticipate that civility along with motivation from families play a role currently (Erum et al., 2020). Numerous research (Yuan and Woodman, 2010) suggest that inventive and creative employee behaviors is crucial for organizational innovation, endurance, and success in the service industry.

Country Culture:

Hofstede (2001), an acknowledged specialist in this field of study, described culture as the structural elements that distinguish individuals from a single population or a collection of individuals from another. Hofstede (2001) argued that societies should be examined to discriminate between Values and nations ought to be examined in order to compare individuals. Nevertheless, it is difficult to deal with cultures and individuals as separate entities. Culture evolves with passage of time when people share opinions and values about various parts of their life (Jiménez, 2016). As a result, there is continuous relationship between people and their cultures. People use their beliefs and notions to develop cultures, which in turn generate individuals. As an outcome, studying cultures and individuals independently is impossible. In accordance with Hall (1976), People within a society frequently express their culture since it cannot develop independently and is unaffected by hereditary variables. Employee creativity may be linked to culture in the ways described above (Jiménez, 2016).

We can shed light on the potential influences on a worker's creative behavior, including external elements by examining how an employee employs those factors such as intentions, skill sets, capacities, or expertise—to develop creative and important solutions.

Thus, it was significant to explore how a nation's general cultural qualities influence the creativity of its workers. According to scholarly data, Hofstede's cultural dimensions are negatively related to societal degrees of creativity, as reported by Rank et al. (2004). The researchers also note that uncertainty avoidance has a negative impact on how most innovation-promoting jobs are supported. Hofstede's values may predict innovation and creativity differently; Moderate levels of these characteristics may facilitate the implementation of novel ideas put forth by higher ranking authorities, but they may also positively correlate

with creativity. Lower degrees of uncertainty avoidance, higher levels of individualism, low set power distance, and higher levels of femininity are some of these traits (Hofstede, 2001). We only employed "country cultural orientation individualism" as one of the study's moderator variables. According to Hofstede (2001), creativity may be positively correlated with a high degree of individualism. Since the culture of Pakistan is not individualistic and there isn't much individualism in the country, we can look into how individualism levels affect the relationship between EC and FM.

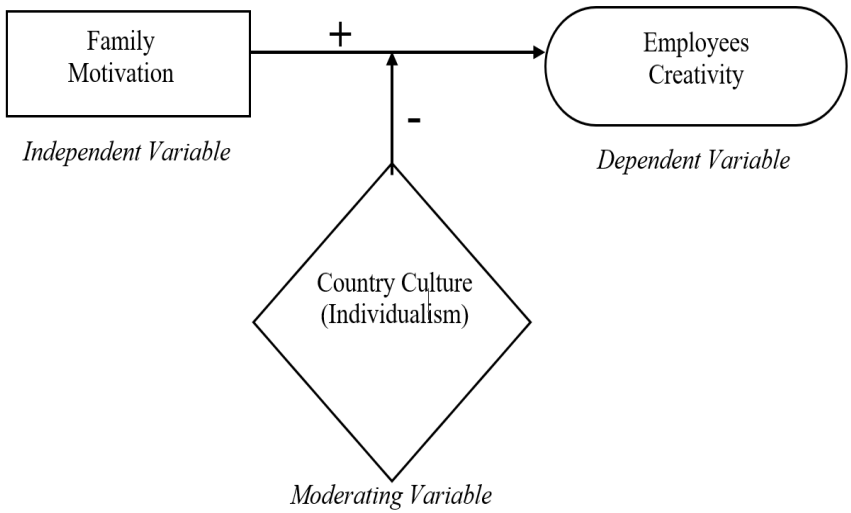

Fig. 2.1. Conceptual framework.

Hypothesis development:

The study's foundation is the idea of self-determination (Deci & Ryan, 2010), and its goal is to investigate how FM affects EC. People's capacity to make choices and manage their own personal life is known as self-determination. When a person is self-determined, he experiences a greater sense of control of his life than whenever he is not, which can lead to him believing that other individuals are in command of his life. According to self-determination theory, a person's

understanding of family motivation can be partially or wholly influenced, depending entirely on the reasons motivating their efforts to help family members.

H_1= FM has direct effect on EC.

H_{o1}= FM has no effect on EC.

H_2 = CC orientation individualism significantly and negatively moderates the relationship between FM and EC.

H_{o2}= CC orientation individualism does not significantly and negatively moderate the relationship between FM and EC.

Materials and Methods:

This investigation is cross-cultural research because it focuses on the cultural element individuality, as described by Hofstede (2001). To gather information, a method of quantitative investigation was used, with survey research serving as the study strategy. Individuals were used as the units of analysis. It is a study with a cross-sectional design as information regarding respondents was obtained once. The environment of the investigation is not contrived.

Individuals from the education, corporate, and financial sectors have been included in this survey to represent the service sector population. The primary rationale for this pick was because frontline workers lack range of abilities and financial independence as a result of continuous repetitious and regular activities. The sample size selected is the greatest no. of sample sizes to be determined in accordance with the table provided by Krejcie and Morgan (1970) and Cohen (1969), as the population for this study is largely unknown. To collect data from respondents, the simple random sample (SRS) technique was employed. Data was organized and analyzed by using the SPSS.

Measures:

The family motivation measurement scale was adapted from Grant (2008). The measure employed is a 5-point Likert scale having .802 reliability. Employee creativity metrics were adapted from Ganesan and Weitz (1998). The reliability of the five-point Likert scale used to measure this scale was 0.824. Zhang (2009) adopted the scale for individualistic country cultural orientation. This scale was measured using a five-point Likert scale haing .809 reliability.

Results:

Hayes' (2003) process macro was utilized for evaluation of moderation. Model number 1 was chosen for this test.

Model = 1

Y = Employees Creativity

X = Family Motivation

M = Country culture

Outcome: Employees Creativity

Model Summary:

R	R-sq	MSE	F	df1	df2	p
0.5063	0.2563	0.2089	44.3468	3.0000	386.0000	0.0000

Model:

	coeff	se	t	p	LLCI	ULCI
Contant	0.5166	1.0339	0.4997	0.6176	-1.5160	2.5493
CC	0.4953	0.3042	1.6280	0.1043	.1029	1.0935
FM	0.9570	0.2369	4.0398	0.0001	0.4912	1.4228
Int_1	-0.1421	0.0698	-2.0368	0.0424	-0.2792	0.0049

The model is significant since the p-value is 0.00, which is lower than the significant value of 0.05. The estimated R-squared value is 0.2563, indicating that a 25.63% a shift in the variable that is dependent was caused by an increase or

decrease in the variable that was independent. At 0.0001, the independent variable's significance level is also noteworthy. The association became significant following the interaction_1 with the independent variable, as the value of P dropped to the tabular value of 0.0424 from the non-significant p-value of CC.

Product terms key:

int_1 FM X CC

R-square increase due to interaction(s):

	R2-chng	F	df1	df2	p
Int_1	0.0080	4.1484	1.0000	386.0000	0.0424

The following findings demonstrated that an increase in R-sq was the outcome of the link between the moderating variables. It is statistically significant because the first interaction's significance level was 0.0424. After the interaction, the moderating variable changed by 0.80% as a result of a change in the independent variable, as shown by the change in R square, which was found to be 0.0080.

Effect of X conditionally on Y at the moderator(s)' values:

CC	Effect	se	t	p	LLCI	ULCI
2.9301	.5407	.0523	10.3343	.0000	.4379	.6436
3.4964	.4603	.0453	10.1547	.0000	.3712	.5494
4.0628	.3798	.0670	5.6665	.0000	.2480	.5116

The table above depicts both dependent and independent variables' conditional effects at various moderator settings. Initial country culture value is 2.9301, and the influence of moderating influence is 0.5407, with a significant p-value since it is smaller than the standard value. The observed effect is 0.4603 after raising the value of country culture (CC) to 3.4964; this is below the standard value and suggests a significant p-value. Ultimately, the effect dropped to 0.3798 as the value

of CC increased to 4.0628.

These results demonstrate that the relationship between FM and EC weakens as the value or influence of the moderating factors (CC) increases. This indicates that family motivation has less of an impact when individual moderates the association between FM and EC.

The value of P is significant in the association between EC and FM, as the model summary illustrates. For FM, the beta coefficient is 0.9570. We can infer that FM directly affects EC because its beta value is positive.

The value of R square is 0.2563, indicating that family motivation and nation cultural orientation (individualism) combined account for 25.63% of the variation in employee inventiveness. The coefficient R square value change is 0.0080, implying that the shift in employee creativity due to family is 24.83%. Thus, the data lead to the accepting the hypothesis H1 and the rejection of the null hypothesis.

The interaction term has a p-value of 0.0424, based on the findings. Given that the p-value is below 0.05, statistical significance is achieved in the results. We might therefore conclude that individualism moderates the relationship between FM and EC. The moderated individualism reduces the connection between FM and EC because the interaction term's coefficient beta value is negative (-.1421). The findings show that the relationship between FM and EC declines with increasing country cultural orientation (individualism).

Discussion:

According to Zhang et al. (2019), FM has different effects on worker productivity. This was determined by the self-determination theory (Deci & Ryan, 2010). Workers who are highly driven by their families are more productive at work, claim Zhang et al. (2019). Additionally, Zhang et al. (2019) reported a negative correlation between EC and FM. Workers that place a high importance on their

families may approach their jobs carefully, appreciating consistency and routine. This reliance on consistency might restrict their willingness to take risks, experiment with creative concepts. Because of this, these individuals might not be as inventive as those who are less influenced by familial responsibilities (Zhang et al., 2019).

During study the results demonstrate that there is positive correlation between employee inventiveness and family motivation. This shows that people are more favorably to be motivated and engaged at work, which can result in better creativity and invention, anytime they feel supported and encouraged by their friends and family. Our findings have revealed that family motivation has an enormous effect on creativity among workers. When individuals are reassured by loved ones, they are more inclined to feel in control of their job duties, which might result in higher motivation and engagement. In addition, family support can help to alleviate tension and worry, freeing up brain resources for inventiveness and problem solution. Furthermore, FM can boost an employee's feeling of self-efficacy, or confidence in their ability to complete task. Country cultures with a lower level of individuality are adversely linked to creativity, according to Hofstede (2001). Our findings suggest that as individualism increases, the connection between FM and EC weakens.

By analysing the findings of this study to those of the supporting paper, we discovered that both studies recognise the importance of FM in fostering employee innovation. According to these two studies, employees' motivation and dedication at work are enhanced when they receive positive feedback and support from their families, which leads to a rise in creativity and invention. However, this study examines the positive correlation between worker inventiveness and family motivation. In contrast, Zhang et al.'s (2019) study looks at how FM affects both employee efficiency as well as innovation. It suggests that, depending on the

context and particular situations, FM can affect employee performance in both positive and negative ways. They incorporate additional factors such as conflict between work and family or individual risk aversion into their analysis of the association between FM and job performance. Finally, this study discusses how individualism, affects the relationship between FM and EC. But in their research, Zhang et al. (2019) did not particularly examine the influence of individualism or national culture.

Limitations & future research directions:

Our findings contradict the conclusions of Zhang et al. (2019). As a result, future researchers can focus on different nations or cultures to investigate the association between FM and EC in order to validate the findings' generalizability. Future researchers should investigate this relationship using other countries' cultural orientations as a moderating variable. Furthermore, this is cross-sectional study, meaning that constructs are monitored without being modified, which may restrict generalizability. Future studies could use longitudinal methodologies or studies to promote better causal inferences and so improve the interpretation of our conclusions. Future studies can use the entire family as a unit of analysis to investigate the link between FM and EC. This would result in more robust and reliable results, making it easier to comprehend the findings.

Conclusions:

This study offers important new understandings into the drivers that stimulate employee creativity. This study emphasized the role that nation culture has as a moderating factor in the link between employee creativity and family motivation. The results demonstrated that people are more likely to be motivated and engaged at work, which can result in enhanced creativity and innovation, when they receive encouragement and support from their family. This study adds to the idea of motivation because it highlights the critical role that FM plays in fostering employee

creativity by showing a positive and immediate association with employee creativity. Additionally, our results demonstrate that employees with high degrees of individualism also have lower levels of creative efficacy. Employees often become disengaged from the creative components of their work and concentrate less on their professional work when country cultural orientation individualism controls family motivation. As Zhang et al. (2019) have shown, family motivation is a double-edged sword that can be helpful in some situations but harmful in others. Our seemingly contradicting findings highlight this and offer fresh avenues for future research.

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