

# Factors Influencing Intrinsic Motivation: A Study of the Association between Employees Autonomy, Family Motivation and fairness Perception

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## Abstract

*Intrinsic motivation plays a crucial role in an organization as leaders aim to boost employee effectiveness. This study examines the factors that impact intrinsic motivation, with a focus on employee autonomy, familial drive, perception of fairness, and intrinsic motivation. Data was gathered from 418 teachers in various schools in Lahore, Pakistan. Using the Self-Determination Theory, this research highlights the significant role of employee motivation in aligning with individuals' natural desire for personal and professional growth. This study uses a survey questionnaire and target public, private and semi-private 418 teachers from 39 schools. Convenience sampling technique has been used to gather the data. Descriptive and inferential statistics have been implied to analyze the data. SPSS & Process Hayes have used for data analysis. Statistical findings demonstrated a positive link between employee autonomy, family motivation, fairness perception, and intrinsic motivation. These findings have important implications for organizations looking to foster a positive environment for their employees. This study contributes to the growing body of knowledge on organizational culture and behavior. By offering practical insights, this research aids organizations in understanding the importance of motivation and recognizing employees as essential assets.*

**Keywords:** Employee Autonomy, Family Motivation, Intrinsic Motivation, Fairness Perception

## Introduction

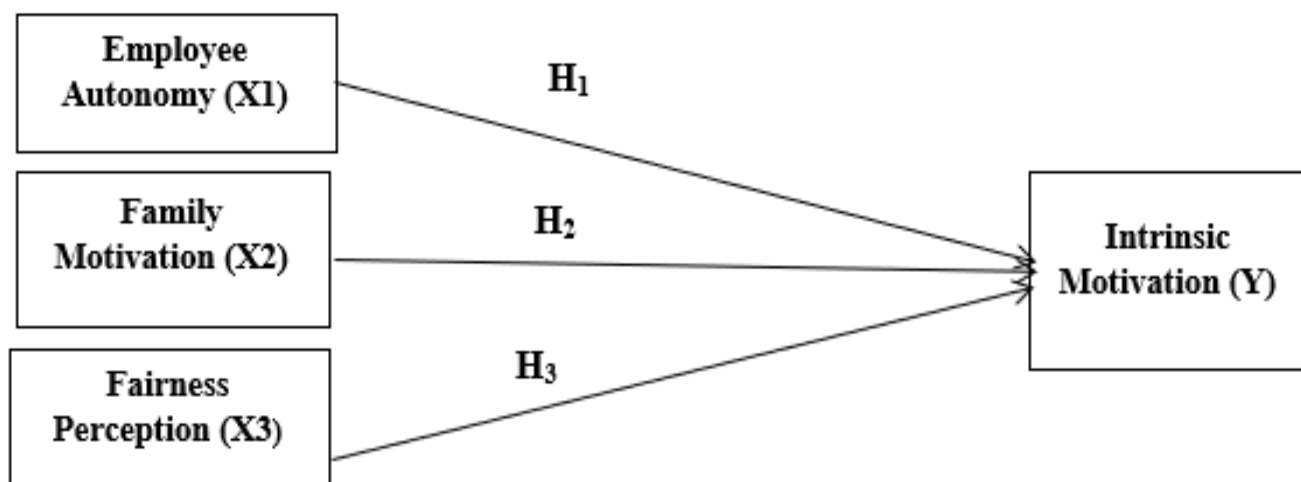
The perpetual challenge of employees to perform at their highest level has long confounded organizational leaders. Delving into the complexities of human motivation has been a centuries-old puzzle, with esteemed figures such as Aristotle, Adam Smith, Sigmund Freud, and Abraham Maslow offering profound insights into the intricacies of human behavior. Their contributions have greatly enhanced our comprehension of the driving forces behind individual actions (Chung, 2011). Intrinsic motivation, as defined by Srivastava and Barmola (2011), occurs when a worker is driven by their own desires and satisfaction. This type of motivation includes an individual's natural inclination to hone their skills through practice, as described by Ryan and Deci (2001). It is a powerful force that influences employees to perform at different levels depending on the circumstances (Ryan & Deci, 2000). Those who are intrinsically motivated are more likely to be curious, adaptable, eager to learn, and willing to try new approaches (Amabile, 1996). Additionally, intrinsic motivation contributes to a positive organizational culture, fostering a supportive and productive environment (Awais, Ullah, Sulehri, Thas Thaker, & Mohsin, 2022; Lazauskaite et al., 2015). When employees find fulfillment in their work, they not only benefit the organization but also enhance the well-being of their coworkers (Ryan & Connell, 1989).

According to the Self-Determination theory, intrinsic motivation forecasts enhanced learning, better performance, prime development, and psychological wellbeing of employees (Deci & Ryan, 2012). High intrinsic motivation is related to the state of positive affection (Reeve & Cole, 1987) whereas, low intrinsic motivation causes employees to be uninterested in their work and they are controlled to perform (Grant, 2008).

Employee autonomy is a critical concept in the recent theories of work design and motivation (Gagne & Deci, 2005). Previous researches referred employee autonomy as the choice of individuals to perform their

job tasks (Hackman & Oldham, 1976). The concept of autonomy has changed over time and is referred as freedom of employees to organize their tasks and introduce new procedures to complete those tasks (Morgeson & Humphrey, 2006). Employees with greater control on their jobs are more motivated as it leads them to experience and they face new challenges (Awais, Zulfiqar, Saghir, Sohail, & Rana, 2022; Morgeson et al., 2005). Most researches have analyzed the impact of autonomy individually but there is a need to analyze the effect of autonomy with motivation (Sutanto et al., 2018). Therefore, the present research tries to analyze the effect of employee autonomy on intrinsic motivation. Figure 1 summarizes the theoretical framework of present research.

The concept of family motivation has been steadily gaining recognition (Wang et al., 2024). It is a source of spirit for life (Ryff & Singer, 1998). Prior studies in the field of Human Resource Management have demonstrated that the influence of family serves as a significant driving force for employees in achieving high-performance levels (Tariq & Ding, 2018). Majorly, these researches were about the negative aspects of work and family relationships like work-life conflicts which resulted in negative outputs for the organizations (Greenhaus & Beutell, 1985). Only a few researches have covered the positive aspects of work and family relationships like family motivation to work (Umrani et al., 2019). It appears as a valuable task to explore the significance of family motivation to the employees' work performance results. This would benefit human resource managers to well identify the constructive role that family motivation plays in individuals' performance. Thus, the present study investigates the possible favorable influence of family motivation on intrinsic motivation.



**Figure 1. Theoretical Framework**

Fair treatment plays an important role in the outcomes of employees' work; it positively affects the results like motivating the employee (Van Knippenberg & De Cremer 2008). Fairness perception refers to employees' idea of transparency employees receive in the organization (Elovainio et al., 2005). Employees are enthusiastic to function efficiently when there is equilibrium in the efforts they put in and the rewards they get. Employee motivation leads to lower absenteeism as employees are keen to work with the same company and enjoy the benefits (Jyoti & Sharma, 2006). Prior researchers have studied the dimensions of fairness perception in detail but there is a need to analyze the impact of fair treatment on the motivation of the employee (Sutanto et al., 2018). So, the current study analyzes the impact of fairness perception on intrinsic motivation.

The present research examines the impact of employee autonomy, family motivation, and fairness perception on intrinsic motivation. It contributes to the literature on employee motivation by Deci and Ryan (2012). The majority of researches consider the types of employee motivation – intrinsic, extrinsic, and family- as a whole but the current study examines the impact of other study variables solely on intrinsic motivation.

## Literature Review and Hypotheses Development

### *Intrinsic Motivation*

Intrinsic motivation is described as conduct motivated by an individual's desire to learn or develop themselves; individual participation in an activity owing to the challenge and enjoyment of the activity (Harpine, 2015). When a person is intrinsically driven, he or she engages in an activity for the joy or challenge it provides, rather than for the potential rewards. Intrinsically driven behavior is defined as behavior that is motivated by a person's desire to feel competent and independent. The role of particular psychological states in the experience of intrinsic motivation has been stressed by theorists, such as a sense of self-determination, or perceived control over task involvement, which can help to improve self-perceptions of competence (Awais, Kashif, & Raza, 2020; Ryan & Deci, 2000).

Personal characteristics or events that promote individuals to be intrinsically motivated might boost affective commitment, according to Meyer and Herscovitch (2001). Individuals who are inspired by the challenge and pleasure of the work or task at hand are more likely to have a strong emotional attachment to the company (Huang, 2015). An organization can boost employee affective commitment by managing intrinsic motivation (Nujjo & Meyer, 2012).

Employees who are intrinsically motivated are seen as more self-driven and autonomous than those who are not, meaning that when offered developmental opportunities, they will bear more responsibility for ensuring the required levels of talents and skills (Thomas, 2002). Employees with higher intrinsic motivation are more exceptionally occupied with their positions than those with lower intrinsic drive. Employees may unquestionably use developmental opportunities to extend their work exertion, while becoming more interested and involved with their peer's work. Employees who are intrinsically motivated will tend to make their selves more productive, are more viable at meeting objectives, and are satisfied (Koestner et al., 2008).

### *Employee Autonomy and Intrinsic Motivation*

Employee autonomy refers to the extent a job provides prudence, opportunity and liberty to the employees in scheduling their work and recognizing the techniques that can be used in the completion of a task (Hackman & Oldham, 1976). According to Chen and Chiu (2009), job autonomy is related to job involvement which promotes employee participation on a daily basis. Even when there is an absence of incentives that are operationally separable, people's instincts are alluded to by intrinsic motivation so that they can be keen, explore new opportunities, and resolve conflicts and difficulties so that they can grow by practicing their abilities and implementing their knowledge. Intrinsic motivation anticipates optimal development, learning, creativity, and performance along with psychological wellness as per the Self-determination theory for the last four decades (Ryan & Deci, 2017).

Intrinsic motivation can be driven by the external forces that suit an individual's urge for competence and autonomy according to the self-determination theory (Ryan & Deci, 2000). When given the job autonomy, the employees are satisfied with their desires to learn new skills instantly, proficient work experiences, and taking charge of the new task at job (Parker et al., 2006). When employees are self-determined in carrying out their activities and proficient professionally in performing their tasks, they are said to possess high intrinsic motivation (Ryan & Deci, 2000). According to past researches, there is an association between the organizational characteristics and autonomy at work. There is a strong relationship between organizational commitment and job autonomy whereas mental affluence is a business that is said to be more quality competitive (Park & Searcy, 2012).

The Cognitive Evaluation states that the leaders who promote and practice competency and autonomy pertain to non-controlling and positive feedback with respect for diverse opinions and views nurtures cordial relationships with the subordinates implement strategies that lead to the self-determination within the employees. (Hirschler et al., 2014). While assisting their subordinates in building their skills and core competencies, the leaders have to redirect their activities and occupational competencies (Zhu et al., 2004).

In this way, their adherents can sense their improved competence and self-efficacy which leads to an enhanced intrinsic motivation.

The intrinsically motivated employees are viewed as being more self-driven and sovereign in comparison to those who aren't conforming to the situations when they are given the development opportunities, they would have to bear much larger responsibility for the assurance of the required sets of skills and abilities (Thomas, 2002). Employees with a higher sense of intrinsic motivation show a wholehearted engagement in their respective jobs in contrast to the ones that have a lower intrinsic impel (Vansteenkiste et al., 2007). The employees might make use of the incontrovertibly presented formative opportunities for the expansion of their efforts along with participating more with their subordinates and coworkers. So, we can constitute that:

***H<sub>1</sub>: There is a positive relationship between employee autonomy and intrinsic motivation.***

### ***Family Motivation and Intrinsic Motivation***

A family consists of individuals that are connected by marriages, adoption, family ties, and customs (Edwards & Rothbard, 2000). Family motivation relates to the desire to expand efforts for the benefit of one's family (Menges et al., 2017). The families of the individuals are the direct recipients of the benefits derived from the employee's family motivation (Grant, 2007). However, family motivation does not directly link with an employee's job and pertains to being constant in different and changing circumstances.

Employees feel more enthusiastic and passionate about their jobs as family motivation affects the personal relationships of the employees (Menges et al., 2017). Employees recognize that their tasks play a significant role in supporting their families and that their requirements and desires can be fulfilled by the job roles that they perform and the tasks that they carry out at work. The employees are valued for their untiring efforts by their families which boosts their self-esteem and confidence making them self-satisfied and motivated (Erum et al., 2020).

Intrinsic motivation relates to the urge to accomplish a particular task and to understand the level of liking and satisfaction derived from being a part of the task (Deci et al., 1989). Intrinsic motivation plays an integral role in predicting the performance of employees (Van Yperen & Hagedoorn, 2003). Intrinsic motivation is the outcome of the affirmative response of the employees to the work qualities (Amabile, 1996).

Independence is a crucial aspect of Intrinsic motivation which refers to the aspect that employees with an internal urge to excel and complete the job tasks are the ones motivated with sheer interest in carrying out their assigned work. The contentment of the work accomplishment automatically yearns them to perform wholeheartedly so the selection to invest their energy is their will (Grant, 2008). As per Ng et al. (2006), locus of control is a factor that is associated with employee's intrinsic motivation. When the employees are entirely involved in the work activity, they tend to perform more effectively which is an element of the employees' internal motivation (Joo et al., 2010). According to earlier researches, there has been a positive alliance between intrinsic motivation and job performance (Grant, 2008).

When an employee is motivated by his/her family, he works more efficiently due to an emotional attachment of the employee to his kith and kin and ultimately, it is the family who enjoys the benefits derived from the efforts of the employee (Burnstein et al., 1994; Hall & Chandler, 2005). Family motivation reinforces the exertions of the employee which leads to constructive outcomes (Menges et al., 2017).

When there is a high family motivation backing an employee, he prioritizes the work more worthy as it directly affects the well-being of the employee's family and urges the employee to work more effectively and extensively (Awais, Niaz, & Saghir, 2024; Duckworth et al., 2007). So, it leads to a higher work commitment of the employees (Erum et al., 2021). With cognitive job creation and decreased exertion and asset utilization, family motivation is regarded as a favorable component (Erum et al., 2021). When



employees can support the families, they fulfill their aims and life objectives as a result they become intrinsically motivated (Russo et al., 2016).

Therefore, family motivation is considered to be a significant element for the employees to carry out the activities related to work and results in a bright perspective for the employees. When the employees are motivated due to family and relationships, they tend to be more content as the family's livelihood is enhanced and their needs are being fulfilled, so the employees feel internally passionate and are more inclined towards intrinsic motivation (King et al., 1995). We can therefore say that:

***H<sub>2</sub>: There is a positive relationship between family motivation and intrinsic motivation.***

### ***Fairness Perception and Intrinsic Motivation***

Over the last few decades, organizational justice, defined as the fairness perception within the organization, has been one of the most researched ideas in organizational behavior. Fairness Perception in the workplace is linked to the efforts made and the benefits received as a result (Mowday, 1991). It discusses how employers evaluate employees' efforts in terms of energy, skills, experience, time, and other factors, as well as the rewards and returns they receive in exchange for their efforts, such as recognition, fringe benefits, position and rank, authority, financial benefits, and so on (Adams, 1965).

Employees believe that their efforts are being rewarded, and they have a higher level of job satisfaction as a result of increased fairness perception in the workplace. They exhibit positive work conduct and contribute to the organization's success (Aryani, 2009). Employees who understand that they have better benefits coverage than their subordinates are more satisfied than their peers (Williams, 1995). Employees gladly commit to the organizations when they are treated with distributive fairness. Employees believe the incentive system conforms with their training, responsibilities, and workload at the firm when they sense distributive justice (Chahal & Mehta, 2010). Employees are regarded to have increased energy levels, and they enthusiastically execute job-related duties by utilizing all of their skills and working in the organization's best interests and for the benefit of the organization (Selvarajan & Cloninger, 2012). Employees are more eager to operate efficiently and enthusiastically when there is a balance between their efforts and rewards. Employees are motivated, which leads to a lower turnover rate (Jyoti & Sharma, 2006) since employees are eager to stay with the same company and work for its benefits.

Employees have fair perception and strive to serve the organization's best interests by demonstrating low absenteeism and excellent workplace productivity (Cropanzano et al., 2007). This is because they are highly motivated and enthusiastic about attending work daily and working tirelessly to achieve the organization's goals and objectives. On the other hand, it is in the best interests of the organization when personnel are motivated. This is because when employees are imbued with a higher level of fair and reasonable incentive systems at work, they foster strong and friendly relationships with one another, among employees and management, subordinates and the organization, based on trust, and they amplify organizational commitment (Alexander et al., 1987; Folger et al., 1989).

The major antecedent predicting workplace views toward personal outcomes, such as job satisfaction, is distributive fairness (McFarlin & Sweeney, 1992). Workers prioritize distributive justice to optimize their results because they believe that fair distributions will result in favorable distributions. Lind and Tyler (1988) claim that individuals receive a portion of their self-esteem from knowing that they are valued members of valued organizations, based on social identity theory. More specifically, respect is conveyed by procedurally equitable treatment by group authorities, which enhances self-esteem. Furthermore, people gain self-esteem from belonging to a group whose authorities implement procedural fairness because they perceive authorities as a reflection of the group's basic norms and values (Tyler et al., 1996).

***H<sub>3</sub>: There is a positive relationship between fairness perception and intrinsic motivation.***

## Self Determination Theory

Self Determination theory suggests that the employees are determined to growth and prosper when their needs related to autonomy, communication and competence are fulfilled. They are highly focused on internal motivational sources like the knowledge gain, experience and independence rather than the external sources including money, praises and benefits. They willingly master various challenges and are more open for new experiences for the development of a cohesive sense of self-motivation.

## Methodology

To examine the relationship between the study variables of the conducted research, the data was collected from various educational institutions in a cross-sectional study setting. We conducted a survey that was based on questionnaires in a non-contrived setting. We targeted the currently employed teachers in schools from amongst the educational institutions. This is because, they are the ones who perform the wider roles, are core assets of the institutions, and due to variance in the dynamics of higher educational institutions and the primary level schools. Convenience sampling technique has been used to gather the data.

Name of school and number of participants		
Sr#.	Name of School	Number of Participants
1.	Abdali Grammar School	7
2.	Adabistan -e- Sophia	8
3.	Aitchison High School	21
4.	Aligarh Public School	10
5.	Ali Public School	6
6.	Allied School	8
7.	Al-Saud International School	2
8.	American Lycetuff	17
9.	Army Public School	8
10.	Beaconhouse School System	5
11.	Bloomfield Hall School	4
12.	Cgss	2
13.	Customs Public School	4
14.	Dar-e-Arqam	7
15.	Education Department	17
16.	Govt. Tahir Model School	4
17.	HQ School	6
18.	Junior Public School	6
19.	LACAS	4
20.	Lahore Garrison Education System	22
21.	Lahore Grammar School	83
22.	Lahore Literati Montessori School	8
23.	Mitcon School	2
24.	MQ Foundation	6
25.	National Grammar School	6
26.	NEXUS School	6
27.	Private School	27
28.	Roots Millennium School	6
29.	Royal Balsam School	2
30.	Saint Anthony School	2
31.	SCIL	6
32.	Stepping Stones Schools	3
33.	The City School	7
34.	Crescent School	23
35.	The Scope School	20
36.	The Trust School	4
37.	Unique High School	13
38.	Unknown	11
39.	Yousaf School System	15
Total		418

We reached out to 418 teachers from different public, private, and semi-private schools, by carrying out the convenience sampling. From a sample of 418 teachers from almost 39 schools, there were 168 male teachers (40%) and there were 250 female teachers (60%) from both private and public schools. We collected the data both physically and electronically. We managed to attain 195 physical questionnaires and 223 online questionnaires. Google Forms was used to distribute the online survey questionnaires and physical questionnaires were filled in after being granted permission by the school's administration to make personal visits to schools and complete the survey questionnaires.

We distributed a total of 262 physical questionnaires and returned back 195 filled questionnaires having a 74% response rate. The age of the respondents ranges between 23-62 years with a 38.75 mean and 9.150 standard deviations. The participants had a minimum of 12 months of working tenure with their current organizations while the maximum tenure of the respondents was 34 years of working with the same organization with a 7.60 mean and 5.956 standard deviation. The participants had a 14-18 years qualification with a 16.31 mean and 1.244 standard deviation. The working experience of the respondents was a maximum 35 years and less than 12 months minimum with a 12.25 mean and 8.119 standard deviation.

### Measures

The scales in the literature reviews were used for the measurement purposes of the major constructs. A 5-point Likert Scale was used by each measure and ranged between strongly disagree (1) and strongly agree (5).

Employee autonomy was anticipated by making use of the 9-item scale that was used by Saragih (2015). The items in the scale inquired from the employees about the level of discretion provided to them in performing and scheduling their respective tasks. An item of Job autonomy is, "I am allowed to decide how to go about getting my job done".

The 3-item scale proposed by Ryan and Connell (1989) was used to capture the intrinsic motivation. An item of intrinsic motivation is, "I enjoy the work itself".

The measure proposed by Ambrose Schminke (2009) was used to capture Fairness perception and consisted of 4 items. The items analyzed the degree to which the employees feel that fairness prevails within the organization. An item of Fairness perception is, "Overall, I am treated fairly by my organization".

The 5-item scale was used to capture Family Motivation and the measures were proposed by Ryan and Connell (1989). An item of Family motivation is, "I care about supporting my family".

### Analytical Approach

Before hypothesis testing, SPSS version 21 was utilized to calculate the mean, standard deviation, and Bivariate (Pearson) correlation of all the variables including control and study variables. To examine the internal consistency of respective measures, we calculated Cronbach's alpha values, which is the most reliable measure of reliability (Peterson, 1994; Hogan et al., 2000). Data normality was also investigated by computing skewness and kurtosis. For measurement validation, exploratory factor analysis was performed. Lastly, to test hypotheses we carried out hierarchical linear modeling (Bryk & Raudenbush, 1992) and multiple regression.

## Results

### Descriptive Analysis

Table 1 reports the outcomes of descriptive statistics and Bivariate (Pearson) correlation. Extending the primary support for the hypothesized association between the study variables, correlational coefficients are in expected paths. Congruent to our hypotheses, outcomes revealed that employee autonomy ( $r = 0.684$ ,  $p < 0.01$ ), fairness perception ( $r = 0.635$ ,  $p < 0.01$ ), and family motivation ( $r = 0.357$ ,  $p < 0.01$ ) are positively and significantly correlated to intrinsic motivation. Moreover, significant relationships between

control variables and study variables are demonstrated in Table 1. Results indicate the negative and significant association between gender and fairness perception ( $r = -0.126$ ,  $p < 0.05$ )

Note:  $n = 418$

**Table 1. Mean, standard deviations (SD) and correlations**

Variables	Mean	SD	1	2	3	4	5	6	7	8	9	10
1. Age	38.75	9.15	-.227**	.439*	-							
2. Education	16.31	1.24	.007	.035	.085	-						
3. Working Experience	12.25	8.12	-.169**	.393*	.869*	.076	-					
4. Tenure	7.60	5.96	-.037	.364*	.691*	.060	.807*	-				
5. Employee Autonomy	3.40	0.71	-.078	-.073	-.017	.004	-.023	.006	-			
6. Family Motivation	4.21	0.66	-.054	.034	.000	-.011	.024	.004	.248*	-		
7. Intrinsic Motivation	3.86	0.87	-.060	.030	-.014	.067	-.003	.020	.684*	.357*	-	
8. Fairness Perception	3.16	0.91	-.126*	.023	.032	.045	.028	.034	.556*	.235*	.635*	-

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

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

Gender: 1= male, 2 = female

Marital Status: 1 = single, 2 = married, 3 = divorced, 4 = widowed, 5 = separated

### Measurement Validation

Exploratory factor analysis along with varimax rotation was carried out on all the study variables (Employee Autonomy, Intrinsic Motivation, Family Motivation, and Fairness Perception) to investigate their dimensionalities and psychometric properties. Kaiser-Meyer-Olkin (KMO), which estimates sampling adequacy, is sufficiently larger than the threshold of 0.6 (Kaiser, 1974) with a value of 0.878. The outcome of Bartlett's test of Sphericity was  $\chi^2(210) = 6877.748$ ,  $p < 0.001$ , which is statistically significant. It reveals adequately different correlations between variables from zero, suggesting significantly large correlations for exploratory factor analysis. Conducting the eigenvalue analysis, four factors were determined for further analysis having the Eigenvalues of more than 1 and representing 70.849% of the total variance (see Table 2). All the items represent stable factor loadings with a value greater than 0.4 (Guadagnoli & Velicer, 1988). Factor loadings lay between 0.555 and 0.851 for employee autonomy, however for fairness perception factor loadings ranged from 0.474 and 0.893. For family motivation, values of factor loadings fell between 0.763 and 0.878. Lastly, the factor loadings for intrinsic motivation were between 0.714 and 0.810 which is adequately greater than 0.4 (Guadagnoli & Velicer, 1988). The results confirmed that all the variables are independent of each other and each item belongs to the anticipated factor structure.



**Table 2. Exploratory Factor Analysis**

Items	Components			
	Employee Autonomy	Family Motivation	Intrinsic Motivation	Fairness Perception
EA1	0.851			
EA2	0.840			
EA3	0.828			
EA4	0.771			
EA5	0.555			
EA6	0.668			
EA7	0.588			
EA8	0.679			
EA9	0.630			
FM1		0.869		
FM2		0.878		
FM3		0.867		
FM4		0.795		
FM5		0.763		
IM1			0.810	
IM2			0.759	
IM3			0.714	
FP2				0.474
FP3				0.501
FP4				0.893
FP6				0.857
<b>Eigenvalue</b>	8.805	3.197	1.841	1.036
<b>% of Total Variance</b>	41.926	15.226	8.765	4.932
<b>Total Variance %</b>				<b>70.849</b>

For each of the study variables (employee autonomy, family motivation, fairness perception, and intrinsic motivation), a reliability test was carried out by calculating Cronbach's alpha values to evaluate the internal consistency of study variables that if each of the measures produces consistent outcomes. The results of reliability test are presented in Table 3, ensuring the internal consistency of each construct with the Cronbach's alpha value of more than 0.7 (Cronbach, 1951). The Cronbach's alpha values fell between the range of 0.830 and 0.913, suggesting the data set was free of reliability issues.

**Table 3. Reliability and Data Normality**

	Scales	Items	Cronbach's $\alpha$ Values	Skewness	Kurtosis
1.	Employee Autonomy	9	0.913	-0.611	-0.206
2.	Family Motivation	5	0.902	-0.880	2.009
3.	Intrinsic Motivation	3	0.913	-0.592	0.183
4.	Fairness Perception	4	0.830	-0.284	-0.431

Kurtosis and skewness were calculated to test the data normality. Kurtosis estimates the distribution by representing the presence of outliers. It measures the degree to which the existing distribution differs from a normal distribution. However, Skewedness reflects the extent of symmetry and asymmetry in the distribution. Both the measures ensure data is normally distributed with the kurtosis falling between -3 and +3 with a standard error of 0.238 and skewness between -1 and +1 with a standard error of 0.119 (Hair et al., 2013).

### Hypotheses Testing

To verify the proposed hypotheses of the current study, hierarchical linear modeling (Bryk & Raudenbush, 1992) has been deployed. In model 1, control variables (participants' age, gender, education, years of experience, tenure in the organization, and marital status) were regressed on intrinsic motivation, producing the result exhibiting all the control variables being insignificantly impacting intrinsic motivation (See table 4).

In model 2, we regressed employee autonomy, the independent variable, along with all the control variables on intrinsic motivation, which generated the result exhibiting that employee autonomy positively and significantly impacts the intrinsic motivation ( $\beta = 0.689$ ,  $p < 0.01$ ). Furthermore, the significant and positive effect of the education of masters on intrinsic motivation has been determined ( $\beta = 0.066$ ,  $p < 0.10$ ). Lastly, marriages have a negative and significant impact on intrinsic motivation ( $\beta = 0.101$ ,  $p < 0.05$ ). The variation in  $R^2$  with the help of employee autonomy is 0.467. It means the variance explained by employee autonomy is 46.7%. Thus, H1 is strongly supported.

Family motivation, control factors, and intrinsic motivation were all subjected to regression analysis in model 3. This leads to the observation that family motivation has a favorable and substantial impact on the dependent variable, intrinsic motivation ( $\beta = 0.355$ ,  $p < 0.01$ ). The  $R^2$  change of 0.125 results from the family incentive. So, 12.5% of the variance can be attributed to familial incentives. Consequently, H2 has a lot of support. In model 4, the dependent variable, intrinsic motivation, was regressed along with all the control variables. We noticed that the regression coefficient was highly positive, indicating that the impression of fairness has a favorable and significant impact on intrinsic motivation ( $\beta = 0.638$ ,  $p < 0.01$ ). With the aid of fairness perception, the  $R^2$  has changed by 0.396. This indicates that 39.6% of the variance is explained by fairness perception. H3 is therefore firmly supported.

Furthermore, in model 5, all three research variables—employee autonomy, family motivation, and fairness perception—as well as all the control variables—participants' age, gender, education, marital status, working experience, and tenure in the organization—were regressed on intrinsic motivation using

**Table 4: Regression Table for Intrinsic Motivation**

Variables	Model 1	Model 2	Model 3	Model 4	Model 5
<b>Controls</b>					
Gender	-0.080	-0.017	-0.059	0.024	0.027
Participants' Age	-0.094	-0.105	-0.050	-0.091	-0.080
Education	0.071	0.066*	0.074	0.040	0.053*
Years of working experience	-0.019	0.054	-0.067	0.007	0.022
Tenure in the organization	0.076	0.003	0.090	0.050	0.019
Marital Status	0.046	0.101**	0.029	0.034	0.068*
<b>Study Variables</b>					
Employee Autonomy		0.689***			0.457***
Family Motivation			0.355***		0.162***
Fairness Perception				0.638***	0.345***
<b>R<sup>2</sup></b>	0.014	0.481	0.139	0.410	0.595
<b>ΔR<sup>2</sup></b>	-	0.467	0.125	0.396	0.581
<b>Durbin Watson</b>	2.054	2.040	2.014	1.937	1.948

multiple regression analysis. Results showed that each research variable had a favorable and substantial impact on intrinsic motivation ( $\beta = 0.457$ ,  $p < 0.01$ ,  $\beta = 0.162$ ,  $p < 0.01$ ,  $\beta = 0.345$ ,  $p < 0.01$ ). Lastly, intrinsic motivation is positively and significantly influenced by both education and marriage ( $\beta = 0.053$ ,  $p < 0.10$ ;  $\beta = 0.068$ ,  $p < 0.10$ ). Using every research variable, the variation in  $R^2$  is 0.581. It denotes a 58.1% explanation of variance across all study variables.

In recent times, intrinsic motivation has become a critical research topic for researchers, scholars, and psychologists because of its positive consequences for organizations and employees. However, fewer studies have unfortunately been done to ascertain the causes of intrinsic motivation (Chung, J., 2011). The main goal of this research is to investigate the factors that serve as motivation's antecedents. We have identified three factors in particular as the engine of intrinsic motivation: employee autonomy, family motivation, and fairness perception. By identifying the factors that influence intrinsic motivation, the current study adds to the body of knowledge about employee motivation. Our results show that employee autonomy and intrinsic motivation are positively correlated, supporting hypothesis 1. Employees are satisfied with their wishes to learn new skills quickly, have successful work experiences, and take care of new task at work when given job autonomy (Parker et al., 2006). Employing strategies that foster employees' ability to make decisions for themselves, leaders who support and model competency and autonomy, adhere to non-controlling and positive feedback with respect for the diversity of opinions and views and nurture friendly relationships with the subordinates (Hirschler et al., 2014).

We found a strong correlation between family motivation and intrinsic motivation, which is in agreement with hypothesis 2. Employees understand that the tasks they undertake at work are essential to providing for their families and that these jobs, along with their professional positions, can satisfy their needs and wants. As a result, they are more enthusiastic and driven about their work as family motivation influences the employees' interpersonal relationships (Menges et al., 2017). When an employee has strong family support, he or she prioritizes work more highly since it directly affects the welfare of the employee's family. This encourages employees to work harder and more efficiently (Duckworth et al., 2007). By hypothesis 3, the findings show that fairness perception also influences intrinsic motivation. Due to a greater perception of justice in the workplace, employees feel as though their efforts are being rewarded, which leads to a higher degree of job satisfaction. By exhibiting low absenteeism and outstanding job productivity, employees with fair perception try to serve the organization's best interests (Cropanzano et al., 2007). This is a result of their high levels of motivation and enthusiasm for going to work every day and putting in endless effort to meet the organization's goals and objectives.

## Discussion

The current study significantly adds to the body of literature on organizational culture and organizational behavior. The focus of existing literature on the subject has predominantly centered on the extrinsic and intrinsic motivations of employees (Ryan & Deci, 2012). There are limited studies that have explored how different employee motivational strategies interact with other factors. The current study has investigated how intrinsic motivation and other study variables (employee autonomy, family motivation, and fairness perception) relate to one another to fill this gap. The current study investigates the relationship between employee autonomy and motivation (Sutanto et al., 2018). The relationship between perceived fairness toward employees and intrinsic motivation has been studied (Sutanto et al., 2018).

The strongest and most direct influence on an employee's intrinsic motivation and performance, in terms of practical implications, may come from supervisors. The first step for managers is to revamp their employment to improve intrinsic motivation and job performance. According to Hackman and Oldham (1980), employment that is hard, complex, and autonomous are more likely to foster high levels of intrinsic motivation than jobs that are more basic, routine, and regulated. This study found that as a result of higher employee morale, businesses that allow employees more job autonomy typically outperform those that don't in terms of productivity, quality, and customer retention (Pfeffer, 1998). Employees with poor intrinsic motivation may need additional autonomous structure, supervisory involvement, and external regulation to work well in terms of structure and supervision. Studies done in the past have mainly concentrated on the negative aspects of family-work connections, like work-life conflicts that have a bad effect on organizational effectiveness. On the other hand, academics tend to focus less on the advantages of such a relationship, like how family may inspire employees. Therefore, organizations ought to consider these advantages. Depending on the perspective of the individual, the family may or may not interfere with work, but it can be a source of motivation to work; having a supportive family raises one's self-esteem. Managers must influence employees' attitudes about their jobs so that they see the benefits to their

families as well as the previously mentioned advantages. Regarding the practical implications of the current study, which support important effects of family motivation, such as job performance, the findings showed that instructors who see their work as a way to support their family feel self-sufficient because they see themselves as capable.

Lastly, the sense of fairness among employees gives them the internal motivation to carry out their tasks effectively since employees constantly compare their inputs and outputs with those of their peers to assess equality and transparency in the organization. Because of this, their belief that they have received a just reward inspires them to carry out their duties effectively and makes them happy.

## Conclusion

The current study has made significant literary contributions. First, a cross-sectional study design was used in the research to examine the effects of employee autonomy, family motivation, and perceived justice on intrinsic motivation. It is possible to test the causality between the variables under examination using longitudinal and experimental designs. At a certain point in time, facts about intrinsic motivation, family motivation, job autonomy, and perceived fairness perception came together. In the future, data can be gathered at several times for different study variables to reduce the possibility of biased results (Ployhart & Vandenberg, 2010). Second, Pakistan was chosen as the research site since it is located in an Eastern environment, which raises concerns about the generalizability of the findings due to differences between the contexts of developed and developing countries. To confirm the differences in working environments between organizational and national cultures in various countries, future research has the advantage to be undertaken in European and American countries that are part of developed nations (Abid et al., 2018). Additionally, the study's participants were from a specific Pakistani metropolitan city's educational sector, so it is unable to generalize the findings to the numerous other sectors. To further the research's generalizability, additional research might be conducted on a variety of other operating sectors and industries in Pakistan. Fifth, a small sample size was chosen for the model analysis, allowing future research to be conducted on a larger sample to increase the model's validity.

In addition, there is a high likelihood of bias in the responses provided by the participants when taking into account the variables of intrinsic motivation, job autonomy, fairness perception, and family motivation (Yuan & Woodman, 2010), as a result of the teachers' service status and potential fear of either leakage of their personal opinions or, in the worst-case scenario, of serious action being taken against them. Therefore, more objective metrics and peer reviews may have been taken into consideration shortly (Abid & Butt, 2017). Finally, after data collection and review, a multi-level analysis can be taken into consideration for the examination of numerous demographic characteristics, such as age, education, etc. for a diverse and bigger sample.

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