

# “Doing it for my family”: examining when and how family motivation hinders creativity of hospitality employees by shaping job-perception

Family  
motivation and  
hospitality  
employees

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## Abstract

**Purpose** – This study explores the relationship between family motivation and employee creativity. It examines the way family motivation shapes employees' job perceptions, specifically examining the mediating roles of job instrumentality and job meaningfulness detachment. Additionally, the study explores the moderating effect of family financial pressure.

**Design/methodology/approach** – The data were collected in three waves over six months from 382 employees in the Turkish hospitality industry. The Warp PLS 7.0 software was utilized for data analysis using partial least squares structural equation modeling (PLS-SEM).

**Findings** – The results indicate that family motivation significantly influences job instrumentality and job meaningfulness detachment, which subsequently reduce employee creativity. Moreover, family financial pressure moderates the relationship between family motivation and job perception, thereby amplifying its effects.

**Research limitations/implications** – This study highlights that organizations should minimize ambiguity and complexity, create a psychologically safe environment, align incentives with creativity, address conflicts between short-term gains and long-term projects and support work-life balance in the hospitality industry. This can enhance employee creativity, satisfaction and retention.



We express our gratitude to the participants who actively participated in this study, enabling the successful completion of our research.

*Conflict of interest:* The authors declare no conflict of interest.

*Funding:* This study didn't receive any financial support.

**Originality/value** – This study is an early attempt to investigate when and how family motivation (re)shapes hospitality workers' job perceptions and influences their propensity to engage in creative endeavors.

**Keywords** Family motivation, Creativity, Job instrumentality, Meaningfulness detachment, Hospitality

**Paper type** Research paper

## Introduction

Family motivation, defined as “the desire to expend effort to benefit one’s family” (Menges *et al.*, 2017), has attracted attention in the work-family literature, with conflicting findings regarding its effects. While some studies highlight its positive effects (Tariq and Ding, 2018; Zhang *et al.*, 2020), others point to potential negative consequences (Menges *et al.*, 2017). In order to address these contradictions, this study examines the potential negative consequences, underlying mechanisms, and boundary conditions in the Turkish hospitality industry.

This specific industry faces unique challenges which require the employee’s love for their work and creativity to meet customer demands and intense workloads (Ersoy, 2023; Peng *et al.*, 2023; Wang *et al.*, 2021). The primary objective of this study is the development and testing of a framework that explores the potential negative impact of family motivation on employee creativity, contingent upon perceptions of job instrumentality and meaningfulness detachment. Understanding these dynamics is crucial for the employees in the hospitality industry, as it provides insights into balancing family responsibilities and creative performance.

Our study sheds light on the dynamics between personal motivations, job perceptions, and creative performance, providing insights for organizations to foster employee creativity. Although it is recognized that viewing work as a means to support one’s family leads to superior job performance (Grant and Shandell, 2022; Pandey, 2019; Zhang *et al.*, 2020), limited attention has been given to the analysis of adverse effects of family motivation on employee behaviors and outcomes. This study addresses this gap in literature, by examining the potential negative impact of family motivation on employee creativity in the hospitality industry, with a particular focus on emphasizing job meaningfulness detachment. Furthermore, the study expands the understanding of family motivation by incorporating self-determination theory (SDT) proposed by Deci and Ryan (2010) and the research of Bracha and Fershtman (2013). It investigates how high levels of family motivation may result in a risk-averse approach, which can impede creative engagement among employees.

In conclusion, this study contributes to the field by providing a focused perspective on the potential negative consequences of family motivation, with an emphasis on job meaningfulness detachment, and investigating the underlying mediating process. To a greater extent, it also examines boundary conditions, particularly family financial pressure, expanding the current literature on the effectiveness of family motivation in work-related outcomes. This research enables organizations and managers to identify conditions where family motivation may significantly influence employee behaviors.

## Literature review and hypotheses development

### *Family motivation and employees’ job perception*

The research in hospitality management has predominantly been centered on leadership and organizational support, as demonstrated by studies such as those of Dai *et al.* (2021) and Jolly and Lee (2021). However, the crucial role of family-work relationships has often been overlooked (Rahaman *et al.*, 2023). Although leadership and organizational dynamics have been extensively explored (Arasli *et al.*, 2019; Arici *et al.*, 2020), research on family motivation remains relatively uncharted territory. However, it holds significant promise as a compelling source of inspiration and motivation for individuals in diverse work contexts (Erum *et al.*, 2020; Menges *et al.*, 2017; Tariq and Ding, 2018; Yaqoob *et al.*, 2023).

The application of self-determination theory (SDT), proposed by Deci and Ryan (2010), offers a valuable perspective for understanding the intricacies of motivation, including the

outcomes associated with family motivation (Zhang *et al.*, 2020). SDT classifies motivation into autonomous and controlled forms. According to Gagné and Deci (2005), the former involves “acting with a sense of volition and having the experience of choice,” while the latter encompasses “acting with a sense of pressure, a sense of having to engage in the actions”. Autonomous motivation, characterized by valuing the task, integrating it with oneself, and enjoying it (Zhang *et al.*, 2020), is argued to foster high levels of performance by enabling individuals to fully engage in work that elicits feelings of choice and volition (Aliane *et al.*, 2023; Zhang *et al.*, 2020). In contrast, controlled motivation is derived from external rewards and the intention to avoid guilt or punishment (Zhang *et al.*, 2020). Research indicates that various types of motivation exert different impacts on employee outcomes (Breugh *et al.*, 2018; Fan *et al.*, 2022; Rofcanin *et al.*, 2018; Xu *et al.*, 2022). According to Deci *et al.* (2017) controlled motivation, by limiting the scope of employees’ work efforts, is expected to be effective for specific short-term outcomes, but less likely to result in innovative or creative performance. Drawing on SDT, family motivation is conceptualized as a controlled form of motivation, as employees invest efforts with the primary objective of benefiting their families (Zhang *et al.*, 2020). Autonomous motivation, on the other hand, leads to a dynamic and challenging work environment where employees feel a sense of autonomy and take risks to perform tasks creatively (Ghosh *et al.*, 2020). Specifically, autonomous motivation drives employees to perform activities for personal satisfaction, while controlled motivation steers them towards job instrumentality, which deems rewards or benefits crucial reasons for positive task performance (Gagné and Deci, 2005). Zhang *et al.* (2020) found that family motivation drives employees to undertake tasks that yield immediate financial rewards while avoiding those that do not provide immediate benefits. Consequently, family motivation is considered a form of pro-social motivation that encourages employees to perform tasks that support and benefit their family members (Menges *et al.*, 2017). This study posits family motivation as a form of controlled motivation, driven by the pursuit of financial rewards and the satisfaction of financial needs. Research underscores the significant impact of financial and monetary benefits on employee work motivation in various industries, including the mining sector (Kuranchie-Mensah and Amponsah-Tawiah, 2016). In contrast, according to Zhang *et al.* (2020), family motivation is proven to be beneficial for employee productivity, yet it can simultaneously be detrimental to innovativeness and creativity. The significance of family motivation as a significant driver of motivation and meaningfulness in the workplace becomes pronounced when the work itself lacks a meaningful impact (Lin *et al.*, 2020; Menges *et al.*, 2017; Rosso *et al.*, 2010). Madjar *et al.* (2002) established a positive correlation between family motivation and employees’ productivity and creative performance. In contrast, Paramitha and Indarti (2014) found no significant relationship between family support and employees’ job creativity. The inconsistency of these findings underscores the need for further research in this area of study. Taking these nuances into account, this study contends that family motivation, as a controlled form of motivation, steers employees towards activities with lower risk and higher financial potential which could meet family needs. As creative behaviors inherently involve uncertainties, employees with high family motivation tend to avoid actions entailing uncertainties, thereby limiting their self-development and self-actualization potential in the workplace. Indicating the employee’s devotion and organizational dedication, as well as quality of the performed work (Chalofsky and Krishna, 2009), job meaningfulness emerges as a crucial factor influencing employee performance and job-related outcomes (Han *et al.*, 2021; Luqman *et al.*, 2021). The engagement of front-line service employees in their work is contingent upon their motivation, resources, and support received from the workplace (Sahi *et al.*, 2022). Fan *et al.* (2022) argue that an individual’s sense of meaningfulness is connected to the alignment between their values and motivational appeals. This alignment further influences the likelihood of engaging in creative behaviors, as demonstrated by Ghosh *et al.* (2020), indicating a close relationship between motivation, engagement, and creativity. Niks *et al.* (2017) argues that intrinsically motivated employees, but who are alternately disinterested in

their work, are proven to be more engaged in creative work. In essence, employees' cognitive job detachment needs to be proportionally related to their creativity at the workplace (Ghosh *et al.*, 2020; Niks *et al.*, 2017).

Zhang *et al.* (2020) emphasize that employees' job meaningfulness detachment is determined by prioritizing financial rewards gained through completing, rather than the tasks themselves. Other studies (Erum *et al.*, 2020; Zhang *et al.*, 2020) have reported that employees tend to focus on prevention, prioritizing tasks that yield economic returns while neglecting activities requiring creative input. The lack of meaningfulness in jobs, which represents low intrinsic motivation, has been found to lead to reduced indicators of creativity (Fan *et al.*, 2022; Xu *et al.*, 2022).

Building upon existing literature, this study posits family motivation as an antecedent of employees' hesitation to engage in any activities which imply an uncertain outcome. This deviation is congruent with placing greater emphasis on financial rewards over the intrinsic value of the jobs themselves. Returning to the context of the hospitality industry, the study argues that family motivation can cause employees' detachment from the meaningfulness of their work, due to the fact that financial rewards' paramount importance in fulfilling the needs of their families. For instance, an employee working in a hotel or restaurant may prioritize earning money over finding an intrinsic meaning in their job due to being unable to meet the financial needs of their family, resulting in a detachment from job meaningfulness. Additionally, family motivation leads employees to perceive their jobs as a means rather than an end to gain financial resources, referred to as job instrumentality (Cho and Jiang, 2022; Zhang *et al.*, 2020). In the hospitality industry, employees may view their job as a means to financially support their families, rather than as a calling or passion (Fan *et al.*, 2022). Thus, this study contends that employees with high family motivation are more likely to consider their job as being instrumental in achieving their financial objectives. Accordingly, we propose the following hypothesis:

- H1.* Employees' family motivation has a positive relationship with their (a) job instrumentality and (b) job meaningfulness detachments.

The study draws on Self-Determination Theory (SDT) and considers two underlying mechanisms, namely job meaningfulness detachment and job instrumentality, in the relationship between family motivation and creativity. According to SDT, individuals are intrinsically motivated when their psychological needs of autonomy, competence, and relatedness are fulfilled. In other words, once these psychological needs are met, employees are more likely to experience intrinsic motivation, internalize their behavior, and engage in activities for sheer personal enjoyment and satisfaction, rather than solely pursuing them for external rewards (Deci and Ryan, 2010). According to Zhang *et al.* (2020), employees with high family motivation are less likely to pursue meaningful jobs, being more likely to pursue those which offer high economic returns. In other words, employees with high family motivation detach the meaningfulness from their jobs, perceiving them as a sole means to earn for their families. Consequently, they avoid uncertainties and avoid endorsing a creative approach to executing tasks (Cohen-Meitar *et al.*, 2009; Zhang *et al.*, 2020). Moreover, Al-Hawari *et al.* (2021) contend that employees' perception of the psychological value of their job, such as job meaningfulness, prompts green creative behavior. Similarly, Panda *et al.* (2022) found that job engagement and meaningfulness positively impact employee performance. Based on these findings, the current study proposes that family motivation enhances employees' job meaningfulness detachment and job instrumentality, thereby influencing creativity. Thus, we hypothesize that:

- H2.* (a) job instrumentality and (b) job meaningfulness detachment mediate the effect of family motivation on creativity.

*Role of family financial pressure*

Moreover, [Hong et al. \(1995\)](#) conducted an investigation which underscores the pivotal influential role of monetary benefits for employees over their work motivation and overall performance. This is seamlessly consistent with the insights of [Tariq and Ding \(2018\)](#), who assert that family motivation significantly contributes to employees' work motivation. Similarly, [Erum et al. \(2020\)](#) provide empirical evidence indicating that family motivation propels employees to invest greater efforts in their work, subsequently enhancing their job engagement and attitude towards the job. Furthermore, this study emphasizes the dual importance of employees' work, not only serving their social needs, but also addressing the financial requirements of their families.

In addition, employees exhibit a heightened motivation to have positive work performance when driven by the imperative financial familial pressure, particularly during periods of elevated financial stress, such as significant due payments on a mortgage. The prerequisite of financial pressure compels employees to adopt an extrinsic rewards-oriented mindset. Notably, the emerging financial needs of employees' families drives them to shift their priorities, transforming jobs into mere means to secure financial security, from an ideally interesting and personally satisfying pursuit ([Zhang et al., 2020](#)). This shift translates into job meaningfulness detachment and increased job instrumentality, as articulated in [Ryan and Deci's \(2017\)](#) framework.

Given the backdrop of the existing literature, the present study posits that family financial pressure serves as a compelling moderator, directing employees' focus towards the economic returns associated with their work and implied responsibilities. This intensified focus amplifies their job instrumentality, while concurrently accentuating job meaningfulness detachments. Consequently, we advance the following hypothesis:

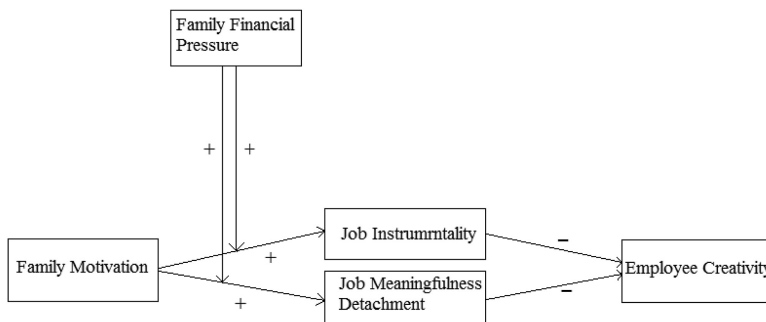
- H3. Family financial pressure moderates the relationship between (a) family motivation and job instrumentality, and (b) family motivation and job meaningfulness detachment, such that the relationship is more pronounced under conditions of high family pressure.

The conceptual model, which illustrates the interconnectedness and dependencies among the key constructs and variables under investigation, is visually represented in [Figure 1](#) in accordance with the articulated hypotheses.

**Methodology**

*Data collection*

The study employs a survey method to collect data from employees and managers in the Turkish tourist hotel industry. The research examines the effect of family motivation on job



Source(s): Authors' own creation

**Figure 1.**  
Proposed  
conceptual model

perception, including instrumentality and meaningfulness detachment, as well as its impact on creativity. The focus on the hospitality industry, particularly hotels, stems from the distinctive work environment characterized by specific challenges, demands, and customer service expectations. By focusing on the hospitality sector, where employees directly face these challenges, the study aims to produce pertinent and directly applicable findings to the hospitality sector, where employees face these challenges directly.

To ensure the linguistic and contextual appropriateness of the adapted scales utilized to measure the study's variables, originally in English, a meticulous back-to-back translation procedure was followed (Brislin *et al.*, 1973). The Turkish translation underwent rigorous scrutiny by five experts, comprising two academicians and three industry professionals, to ensure accuracy in technical terminology and jargon use. The data collection process was supervised by one of said researchers and a research assistant, both trained to uphold ethical standards. This involved obtaining informed consent from participants, ensuring confidentiality, and adhering to ethical guidelines in survey administration.

The data collection was conducted using a time-lag approach at three different points in time. Initially, 47 hotels across six major tourist cities in Turkey (Ankara, Antalya, Bursa, Cappadocia, Istanbul, and Izmir) were contacted through personal and professional connections. The selection of these hotels was based on relevant criteria such as size and reputation, ensuring a diverse representation of the hospitality industry in Turkey. Participants within each hotel were selected based on their departments. The aim of this inclusion criterion is to understand the workforce comprehensively, while maintaining diversity in job roles. To ensure transparency and voluntary participation, participants were informed about the study's objectives and significance through presentations conducted in each hotel. Using a time-lag approach, the survey was disseminated in three waves (T1, T2 and T3). During the first wave (T1) of data collection, employees provided demographic information and rated their family motivation (independent variable) and intrinsic motivation (control variable) through a pen-and-pencil method. A total of 600 questionnaires were distributed, resulting in 528 complete responses. Respondents were assigned unique numbers for accurate matching in subsequent waves.

The second wave (T2) took place six weeks after T1, with the cooperation of the human resource (HR) departments of the hotels. HR departments were provided with hard copies of the second part of the questionnaire alongside the list of employees who were required to respond. This part focused on job instrumentality, meaningfulness detachment (mediators), and family financial pressure (moderator). In T2, 403 responses were collected and matched with T1. The third wave (T3) occurred six weeks after T2. During this time, supervisors of the 403 respondents rated their subordinates' creativity. After excluding incomplete and unusable supervisor responses, 382 responses were deemed suitable and constituted the final sample size. The distribution of the sample is outlined in [Table 1](#).

Tourist city	Sample hotels	Respondents	Percentage
Ankara	8	54	14.14
Antalya	9	75	19.63
Bursa	6	51	13.35
Cappadocia	4	47	12.30
Istanbul	13	96	25.13
Izmir	7	59	15.45
<i>Total</i>	<i>47</i>	<i>382</i>	<i>100%</i>

**Table 1.**  
Sample distribution

**Source(s):** Authors' own creation

### Measurements

*Family motivation (rated by employees at T1):* Family motivation was assessed using a five-item scale developed and validated by [Menges et al. \(2017\)](#). Respondents rated the extent to which they allocate efforts to benefit their families. Sample items included statements such as “I care about supporting my family” and “My family benefits from my job.”

*Job instrumentality (rated by employees at T2):* To gauge employees’ perception of job instrumentality, an adapted version of the six-item scale developed by [Zhang et al. \(2020\)](#) was used. Respondents were prompted to rate their perceptions concerning the extent to which they view their jobs as a means to an end. Sample items featured statements such as “I do this job to make money” and “This job is a means to earn money for me.”

*Job meaningfulness detachment (rated by employees at T2):* The measurement of job meaningfulness detachment employed a five-item scale developed by [May et al. \(2004\)](#), and [Steger et al. \(2012\)](#). Sample items included statements such as “I’m not achieving something important through my work” and “I feel that my work is not too meaningful.”

*Family financial pressure (rated by employees at T2):* Family financial pressure was evaluated using an adapted three-item scale of [Conger et al. \(1999\)](#). Sample items included statements such as “My family has difficulty paying its monthly bills.”

*Creativity (rated by supervisors at T3):* Supervisors assessed employee creativity using an adapted three-item scale of [Oldham and Cummings \(1996\)](#). This scale, commonly used to capture the subjective opinions of peers/supervisors regarding one’s creativity, included items such as “How creative is this person’s work?”. Supervisors provided ratings for their subordinates’ creativity on a scale ranging from 1 (very low) to 5 (very high).

### Data analysis

This study employs partial least squares-based structural equation modeling (PLS-SEM) using WarpPLS 7.0 to assess the hypothesized model. The PLS-SEM approach has become increasingly popular for testing path-analytical models. One determining factor for utilizing PLS-SEM is its ability to consider measurement errors during the aggregation of latent indicators for computing latent variables. In contrast, covariance-based SEM disregards measurement errors and calculates a weighted aggregation of latent indicators ([Henseler et al., 2014](#); [Kock, 2019](#)).

[Kock \(2019\)](#) emphasizes that measurement errors should be treated as additional indicators, while latent variables should be computed in conjunction with actual indicators and measurement errors. Neglecting measurement errors may integrate bias into the results. Moreover, [Henseler et al. \(2014\)](#) and [Kock \(2019\)](#) argue that weak path coefficients may be a potential outcome in models whose latent variables are computed without accounting for measurement errors. PLS-SEM addresses this concern and simplifies the modeling process by taking into account flexible assumptions in order to estimate hierarchical models, thereby enhancing theoretical parsimony ([Hair et al., 2012](#)).

Additionally, the use of WarpPLS offers case-specific advantages. It provides flexibility in the analysis of complex models with multiple latent variables and intricate relationships. The incorporation of both reflective and formative measurement models, which proves valuable when dealing with constructs measured in different ways is possible through WarpPLS. Furthermore, it supports the estimation of intricate path models, encompassing mediation, moderation, and higher-order constructs.

## Results

### Validity and reliability

Constructs’ convergent and discriminant validity confirmation is essential before testing the hypotheses of the study. Convergent validity is used to ensure that measurement items are

converging to their respective constructs, whereas discriminant validity indicates that the construct's items do not have cross-loadings on other constructs. WarpPLS 7.0 provides CFA results in the same analysis along with the structural model's results. The model's goodness-of-fit indices are presented in [Table 2](#).

[Table 3](#) presents factors loadings, composite reliability (CR), Cronbach's alpha ( $\alpha$ ), and average variances extracted (AVEs) for each construct. The values of CR and  $\alpha$  show good internal consistency of the construct. Factor loadings indicate that all the items have loadings  $\geq 0.50$  on their respective constructs. The values of AVE also confirm convergent validity. To ensure discriminant validity, the square root values of AVEs are above 0.5 and greater than the correlational values of the respective constructs. Convergent and discriminant validity was tested using the criterion proposed by [Fornell and Larcker \(1981\)](#). Accordingly, the values of AVE also confirm convergent validity as all values are greater than 0.5. For discriminant validity, the square root values of AVEs are above 0.5 as well as greater than the correlational values of the respective constructs. Since we employed a PLS-SEM analytical approach, therefore, Hetero-Trait-Mono-Trait (HTMT) ratios are more suitable for judging the discriminant validity of the constructs ([Henseler et al., 2015](#)). [Table 4](#) displays HTMT ratios where all values are below 0.85 and statistically significant, therefore, HTMT ratios indicate the presence of discriminant validity.

Once the reliability and validity of the construct were established, we moved towards analysis and testing of the hypotheses. [Table 5](#) displays correlation coefficients and the square root of AVEs. Correlation analysis shows that employees' family motivation was correlated with their job instrumentality ( $r = 0.393, p < 0.01$ ), and job meaningfulness detachment ( $r = 0.247, p < 0.01$ ). It also reveals that the job meaningfulness detachment and instrumentality of employees are also associated with their creativity, i.e.  $r = -0.179, p < 0.01$  and  $r = -0.085, p < 0.05$ , respectively. These results provide initial support and establish the basis for further analysis to test hypotheses.

### Hypotheses testing

PLS-SEM was employed to test the hypothesized relationships and [Table 6](#) presents the direct, indirect, and moderated effects of study variables.

[Hypothesis 1a](#) postulates that the family motivation of hospitality employees increases the likelihood of job instrumentality. The results indicate that family motivation positively affects job instrumentality ( $b = 0.39, p < 0.01$ ), hence supporting [hypothesis 1a](#). Likewise, the results also indicate that family motivation further increases job meaningfulness detachment ( $b = 0.24, p < 0.01$ ) and provides support for [hypothesis 1b](#). Before moving towards mediation analysis, we examine whether mediating variables are positively associated with the dependent variable. The results show that employees' job instrumentality negatively influences their creativity ( $b = -0.13, p < 0.05$ ). Employees' job meaningfulness detachment

**Table 2.**  
Goodness-of-fit indices  
for the model

Index	Value	Criteria
Average Path Coefficients (APCs)	0.201, $p < 0.001$	A significant value is acceptable
Average R2 (ARS)	0.126, $p < 0.01$	A significant value is acceptable
Tenenhaus goodness-of-fit (GoF)	0.329	small $\geq 0.1$ , medium $\geq 0.25$ , large $\geq 0.36$
Sympson's Paradox Ratio (SPR)	0.857	acceptable if $\geq 0.7$ , ideally = 1
R-squared contribution ratio (RSCR)	0.974	acceptable if $\geq 0.9$ , ideally = 1
Average full collinearity VIF (AFVIF)	1.155	acceptable if $\leq 5$ , ideally $\leq 3.3$
Average block VIF (AVIF)	1.053	acceptable if $\leq 5$ , ideally $\leq 3.3$

**Source(s):** Authors' own creation

Item	FM	JI	JMD	EC	FFP	<i>p</i> value
FM1	0.964					<0.001
FM2	0.95					<0.001
FM3	0.915					<0.001
FM4	0.931					<0.001
FM5	0.961					<0.001
JI1		0.784				<0.001
JI2		0.804				<0.001
JI3		0.844				<0.001
JI4		0.803				<0.001
JI5		0.804				<0.001
JI6		0.83				<0.001
JMD1			0.992			<0.001
JMD2			0.981			<0.001
JMD3			0.984			<0.001
JMD4			0.981			<0.001
JMD5			0.986			<0.001
JMD6			0.984			<0.001
EC1				0.911		<0.001
EC2				0.943		<0.001
EC3				0.938		<0.001
FFP1					0.888	<0.001
FFP2					0.859	<0.001
FFP3					0.838	<0.001
<i>R</i> <sup>2</sup>		0.221	0.1	0.057		
Adj. <i>R</i> <sup>2</sup>		0.215	0.093	0.045		
CR	0.976	0.921	0.995	0.951	0.896	
Cronbach's alpha	0.969	0.896	0.994	0.923	0.826	
AVE	0.892	0.659	0.97	0.866	0.742	
Full Col. VIF	1.212	1.375	1.178	1.047	1.04	

Family motivation and hospitality employees

**Note(s):** FM = family motivation; JI = job instrumentality; JMD = job meaningfulness detachment; EC = employee creativity; FFP = family financial pressure; CR = composite reliability; AVE = average variance extracted

**Source(s):** Authors' own creation

**Table 3.** Validity and reliability

	FM	JI	JMD	EC
FM	–			
JI	0.423 [0.326–0.519]			
JMD	0.252 [0.158–0.345]	0.386 [0.290–0.482]		
EC	0.058 [0.032–0.149]	0.197 [0.105–0.290]	0.089 [0.021–0.180]	
FFP	0.043 [0.027–0.134]	0.113 [0.022–0.204]	0.091 [0.020–0.182]	0.074 [0.017–0.164]

**Note(s):** 90 percent confidence intervals are in parentheses

**Source(s):** Authors' own creation

**Table 4.** HTMT ratios for discriminant validity (good if < 0.90, best if < 0.85)

consequently projects a negative effects on their creativity levels ( $b = -0.19, p < 0.01$ ). [Hypotheses 2a, b](#) state that employees' family motivation increases job instrumentality and job meaningfulness detachment, which, in turn, reduces their creativity. The results also

JHTI  
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**Table 5.**  
Correlation analysis

Construct	FM	JI	JMD	EC	FFP
FM	<b>(0.944)</b>				
JI	0.393**	<b>(0.812)</b>			
JMD	0.247**	0.364**	<b>(0.985)</b>		
EC	-0.054	-0.179**	-0.085*	<b>(0.931)</b>	
FFP	0.026	0.085	0.083	-0.055	<b>(0.862)</b>

**Note(s):**  $n = 382$ , \*\* $p < 0.01$ , \* $p < 0.05$ ; FM = family motivation; JI = job instrumentality; JMD = job meaningfulness detachment; EC = employee creativity; FFP = family financial pressure  
Square roots of AVEs on diagonals in parentheses and bold  
**Source(s):** Authors' own creation

**Table 6.**  
Hypotheses testing

Path	b	p-value	SE	Hypothesis	Result
FM → EC	0.09	0.08	0.073	-	-
FM → JI	0.390	<0.001	0.061	H1a	Supported
FM → JMD	0.244	<0.001	0.062	H1b	Supported
FM → JI → EC	-0.051	<0.05	0.026	H2a	Supported
FM → JMD → EC	-0.046	<0.05	0.019	H2b	Supported
FFP*FM → JI	0.176	0.003	0.063	H3a	Supported
FFP*FM → JMD	0.191	0.001	0.063	H3b	Supported

**Note(s):** FM = family motivation; JI = job instrumentality; JMD = job meaningfulness detachment; EC = employee creativity; FFP = family financial pressure; b = unstandardized path coefficient; SE = standard error  
**Source(s):** Authors' own creation

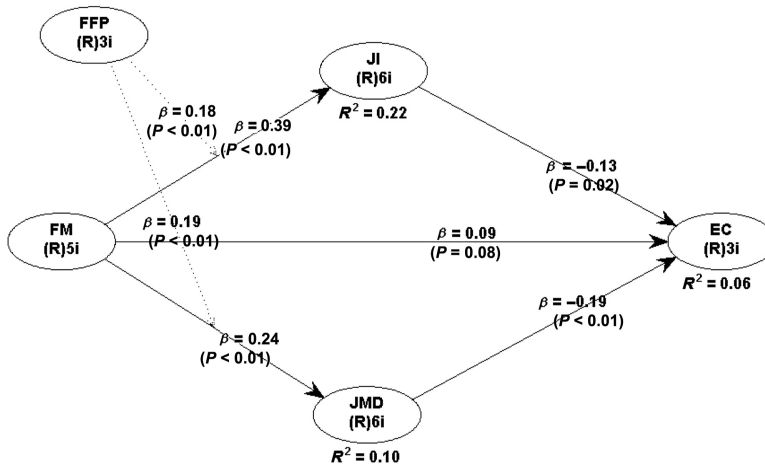
display a mediational effect of family motivation on creativity through job instrumentality ( $b = -0.051, p < 0.05$ ) and job meaningfulness detachment ( $b = -0.046, p < 0.05$ ), hence **H2a,b** supported. A graphical representation of PLS-SEM results for the proposed model is presented in **Figure 2**.

**Hypothesis 3a** posits that employees' family financial pressure acts as a moderator in relation to family motivation and job instrumentality. The study's results provide support for this hypothesis, indicating that familial financial pressure does, in fact, moderate the link between family motivation and job instrumentality. The coefficient for the interaction term ( $b = 0.176, p < 0.05$ ) suggests a statistically significant moderating effect.

To enhance comprehension of this moderating effect, the study includes **Figures 3** and **4** in order to graphically illustrate this relationship. **Figure 3** visually depicts the interaction between family motivation and job instrumentality under low family financial pressure conditions, while **Figure 4** illustrates the interaction under high family financial pressure conditions.

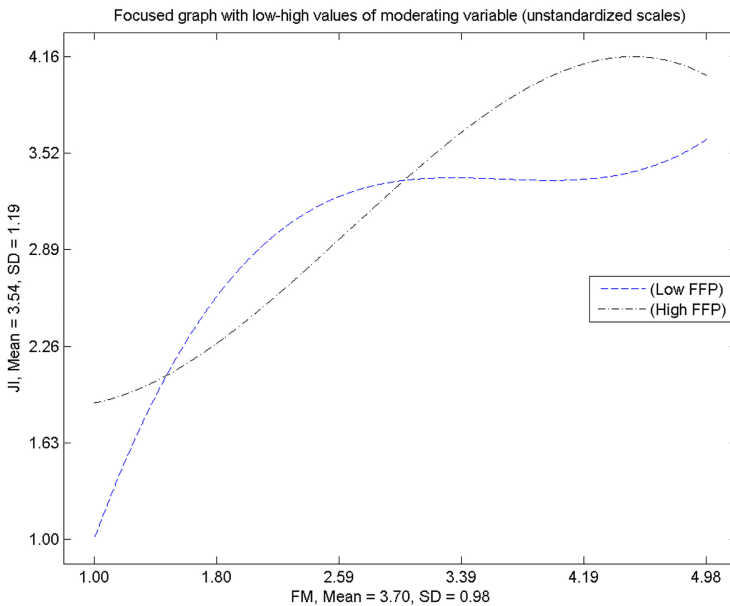
In **Figure 3** shows that, under low family financial pressure, the relationship between family motivation and job instrumentality is relatively stronger. This suggests that when employees experience lower levels of financial pressure from their families, their motivation to fulfill their family obligations will positively influence their perception of their job's instrumentality job. In other words, they perceive their work as contributing more directly to the financial support of their families.

Nonetheless, **Figure 4** reveals that, when facing high family financial pressure, the relationship between family motivation and job instrumentality becomes weaker. This suggests that employees' family motivation has a less pronounced impact on their perception of job instrumentality when they face higher levels of familial financial pressure. This



Source(s): Authors' own creation

Figure 2.  
PLS-SEM results for  
proposed model

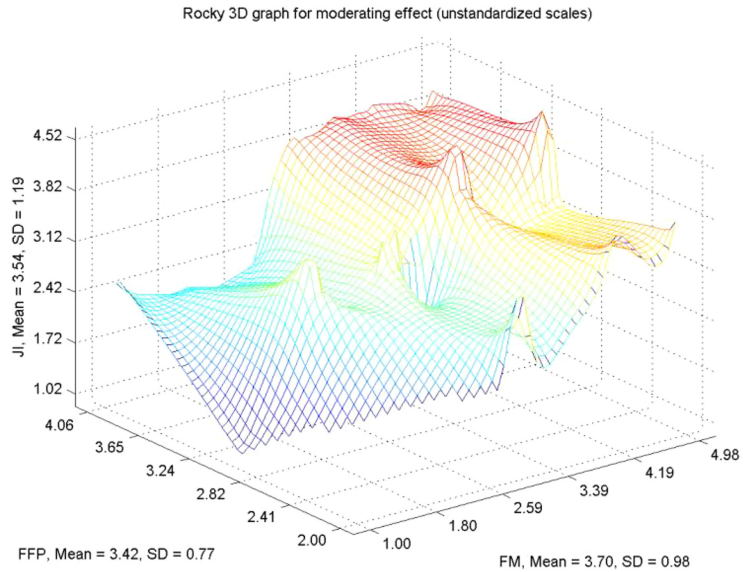


Source(s): Authors' own creation

Figure 3.  
Focused graph  
showing interaction  
effect for FM-JI link

financial hardship may overshadow the perceived connection between their work and family support, dampening the influence of family motivation on job instrumentality.

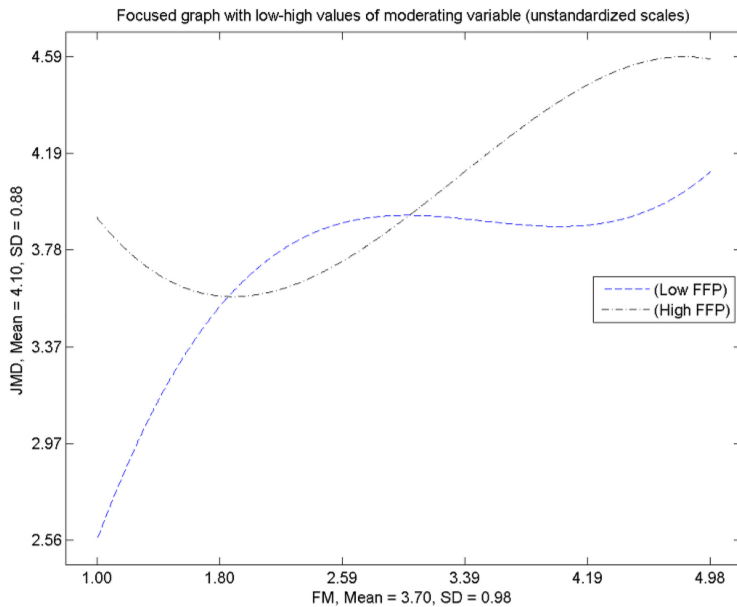
**Hypothesis 3b** proposes that family financial pressure moderates the relationship between family motivation and job meaningfulness detachment. The study's results support this hypothesis, indicating that family motivation's effect on job meaningfulness detachment is, indeed, moderated by family financial pressure. The interaction term's coefficient ( $b = 0.191$ ,  $p < 0.01$ ) suggests a statistically significant moderating effect.



**Figure 4.**  
Rocky 3D graph for moderating effect of FFP on FM-JI link

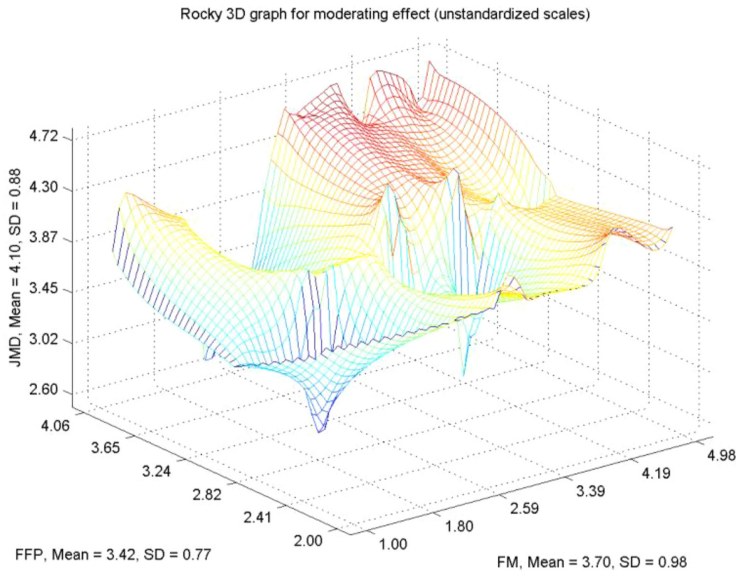
**Source(s):** Authors' own creation

To illustrate this effect, the study includes [Figures 5 and 6](#) to graphically represent the relationship. [Figure 5](#) visually portrays the interaction between family motivation and job meaningfulness detachment under low family financial pressure conditions while [Figure 6](#) illustrates the interaction under high family financial pressure conditions.



**Figure 5.**  
Focused graph showing interaction effect for FM-JMD link

**Source(s):** Authors' own creation



Source(s): Authors' own creation

**Figure 6.**  
Rocky 3D graph for  
moderating effect of  
FFP on FM-JMD link

In [Figure 5](#), under low family financial pressure, the relationship between family motivation and job meaningfulness detachment is relatively stronger. This implies that when employees experience lower levels of financial pressure from their families, motivation driven by family considerations has a greater impact on their detachment from finding meaning in their job. In other words, they are more likely to perceive their work as intrinsically meaningful and fulfilling, despite family obligations.

In contrast, [Figure 6](#) reveals that the relationship between family motivation and job meaningfulness detachment is weaker under high family financial pressure. This indicates that, if employees face higher levels of financial pressure from their families, the impact of family motivation on job meaningfulness detachment diminishes. The financial pressure they experience may overshadow the connection between their family motivation and their ability to detach from finding meaning in their job.

### Discussion and conclusions

The study significantly contributes to the literature by revealing the intricate relationship between family motivation and employee creativity. The findings align with Self-Determination Theory, which emphasizes the innate psychological needs for autonomy, competence, and relatedness, the findings offer insights into how family motivation impacts the satisfaction of these needs, subsequently influencing employee creativity and job perception. Contrary to previous research ([Amabile, 1988](#); [Zhou et al., 2009](#)), the results indicate a negative impact of family motivation on employee creativity, underscoring the need to understand inhibiting effects in the hospitality industry.

The study reveals that job instrumentality and job meaningfulness detachment have a mediating role between family motivation and employee creativity. Consistent with existing literature ([Amabile, 1988](#); [Grant, 2008](#); [Kallmuenzer et al., 2020](#)), it has been revealed that family motivation positively influences job instrumentality and job meaningfulness

detachment, subsequently negatively affecting employee creativity. Job instrumentality discourages risk-taking and directs focus towards immediate rewards, which hampers creativity. While acknowledging the strong relationship suggested, it is essential to note that our study did not directly investigate or validate said specific relationship. Instead, we focused on a different aspect of the family motivation-employee creativity relationship.

Furthermore, the study delves beyond generic examinations by observing family financial pressure as a contingent antecedent, extending current literature and aligning with prior studies (Vallerand *et al.*, 2003; Wayne *et al.*, 2004). The study nonetheless emphasizes the importance of accounting for the broader financial context of family motivation. The impact of familial financial pressure on the relationship between family motivation and creativity contributes to a more comprehensive understanding of dynamics, offering valuable insights for organizations aiming to cultivate a creative work environment.

In conclusion, this study innovatively explores the negative impact of family motivation on employee creativity in the hospitality industry. Examining the mediating role of job instrumentality and job meaningfulness detachment, while simultaneously considering family financial pressure as a contingent antecedent, advances literature and provides practical insight for hospitality managers, helping them develop strategies which further support employees in balancing their family responsibilities and creative work demands.

### *Conclusions*

This study challenges the conventional belief that family motivation uniformly enhances employee performance. Instead, our findings underscore that family motivation may prompt individuals to prioritize job instrumentality and financial rewards over the intrinsic interest, thereby impeding creativity. Furthermore, the study reveals that family financial pressure exacerbates the negative impact of family motivation on creativity. These nuanced results call for a further exploration of the multifaceted role of family motivation in organizations.

The direct effects of family motivation on employee creativity are evident in the creation of conflicting demands between work and family responsibilities. These conflicts diminish cognitive resources available for generating and implementing creative ideas, thus hindering creativity. Additionally, time constraints deriving from family responsibilities limit opportunities for divergent thinking, exploring of innovative ideas, and experimenting—the core foundations of any creative process. Moreover, family motivation can directly impact employee creativity through the emotional and psychological strain they exercise, depleting cognitive resources required for innovation.

Conversely, family motivation can also positively influence employee creativity by facilitating the integration of a healthy work-life balance. Positive experiences and support at home contribute to an overall positive mindset and emotional state of the employee, fostering their creativity on the job. Those who feel supported and can fulfill their family responsibilities are more likely to give the work their all and wholeheartedly engage in creative endeavors.

To address these dynamics, organizations can implement strategies that support work-life balance, provide resources and necessary assistance for employees in fulfilling their family obligations, as well as create a work environment which values employees' personal lives. Initiatives focused on these aspects can help mitigate the potential negative impact family motivation has on creativity, thus fostering an environment where employees can unleash their creative potential.

### *Theoretical implications*

The findings of this research significantly contribute to family motivation literature by challenging the conventional belief that it solely enhances motivation in organizational

settings (Menges *et al.*, 2017; Tariq and Ding, 2018). The study reveals that family motivation can rather have a detrimental impact on employee creativity, indicating that it plays a pivotal role in determining the direction of employee motivation (Rahaman *et al.*, 2023). Specifically, the study demonstrates that family motivation predisposes employees to perceive their jobs as instrumental and detached from meaningfulness, particularly within the context of repetitive tasks with immediate rewards, rather than fostering creativity. This contradicts previous studies that advocated for the positive effects of family motivation on individuals' creativity and performance outcomes (McKersie *et al.*, 2019). Therefore, meaningfulness detachment's mediating role provides a nuanced understanding of how family motivation fundamentally shapes employees' job perceptions.

The research conjointly highlights the importance of taking boundary conditions into account in order to understand the predictors' effectiveness in determining outcomes. It demonstrates that family financial pressure amplifies employees' job instrumental perception and detachment when interacting with family motivation, resulting in decreased creativity. The study challenges the notion of universal positive effects of family motivation and provides insights into how these effects vary based on contextual factors by highlighting meaningfulness detachment's mediating role. Moreover, the study sheds light on the impact of family motivation on the creative process. This suggests that family motivation may discourage individuals from embracing ambiguity, thus hindering their creativity. Exploring the mediating role of meaningfulness detachment contributes to a unique perspective on how family motivation influences the creative process. While previous studies have shown that family motivation provides subjective meaning to jobs that can lack inherent meaningfulness, as individuals perceive their jobs as a means of supporting their loved ones (Menges *et al.*, 2017; Rosso *et al.*, 2010), this research reveals that family motivation may restrict employees' focus to job instrumentality and detachment from more intrinsically significant aspects of their tasks. This case-by-case understanding, accentuated by the mediating role of meaningfulness detachment, adds depth to the literature on family motivation's impact in organizational settings.

### *Practical implications*

To cultivate creativity, organizations should prioritize minimizing employees' perceptions of ambiguity and complexity associated with creative tasks, embracing this practical standpoint (Huzar *et al.*, 2023; Żywiótek *et al.*, 2022). It is recommended to establish a psychologically safe environment that encourages employee engagement in creative pursuits, following the principles outlined by Edmondson (1999). This involves challenging employees' ideas, suggestions, and practices while providing them with positive feedback, incentives, or recognition in return for their engagement with creative endeavors, regardless of whether the outcomes are immediately successful. By creating a positive association between incentives and creativity, organizations can help alleviate employees' concerns about the inherent ambiguities in creative efforts.

Addressing the potential conflict between creativity-focused efforts and employees' short-term financial gains is crucial. Organizations can protect employees' short-term financial returns while promoting long-term projects that require creativity. For instance, instead of solely basing rewards on outcomes, organizations can shape their reward systems to consider both results and behavior. This approach ensures that employees are recognized and rewarded for their creative efforts, even if the immediate financial gains may be limited (Gerhart *et al.*, 2004; Malik *et al.*, 2019).

The implications of this research for the hospitality industry are significant. Hospitality organizations often rely on employee creativity to deliver innovative and exceptional guest experiences, which enhances their competitive advantage (Noerchoidah *et al.*, 2020). To foster

creativity and mitigate the potential negative impact of family motivation, managers and leaders in the industry should consider establishing a supportive work environment (Karatepe and Sokmen, 2006). Therefore, some specific implications of the study for the hospitality industry are:

*Enhancing Employee Creativity:* Managers and leaders in the industry must recognize the challenges that employees are faced with, balancing family responsibilities and work demands. By understanding the impact of family motivation on creativity, organizations can develop strategies to foster a work environment that supports and enhances employee creativity. The suggested strategies include flexible work arrangements and providing creative outlets for employees to express their ideas.

*Work-Life Balance Initiatives:* Organizations should implement initiatives and policies that promote work-life balance. This could involve offering flexible working hours, providing support for childcare or eldercare, and promoting a culture that values and respects employees' personal lives. Prioritizing work-life balance creates a positive work environment that reduces conflicts between family commitments and work, improving employee satisfaction, engagement, and overall performance.

*Employee Support Programs:* Organizations can implement support programs which include resources for childcare, eldercare, financial planning, and counseling services. By providing this support, organizations can alleviate stress and conflicts associated with having to balance work and family obligations, leading to higher employee morale, job satisfaction, and improved retention rates.

*Leadership Training and Development:* The study suggests that equipping leaders and managers in the hospitality industry with the skills and knowledge to effectively manage and support employees who have family obligations. This can lead to higher employee morale, productivity, and a stronger sense of loyalty and commitment to the organization.

#### *Limitations and future research*

This study acknowledges several limitations that shall be brought to one's attention. Firstly, the sample's focus on Turkey may limit generalizability, as diverse cultural contexts, especially in Asian countries, may yield different effects due to distinct family structures and values. For instance, in Turkish culture, strong family devotion may characterize family motivation as a controlled type, contrasting with its potential independence depending on the culture at hand. Therefore, future research should investigate these cultural nuances to enhance the understanding of family motivation. Secondly, this study assumes that family motivation is predominantly controlled, but recognizing that it can exist on a continuum from highly independent to dependent, depending on underlying causes. Future studies should investigate the conditions under which family motivation operates independently, potentially enhancing creativity and mitigating negative behaviors. Thirdly, this study focuses on family motivation's influence on creativity and job meaningfulness detachment. Future research should delve into other mechanisms, such as its impact on individuals' inclination to conform to authority, potentially limiting cognitive flexibility and hindering creative thinking. Examining these underlying processes would enrich the understanding of family motivation's broader impact on creativity (Amabile, 1988). Additionally, this research calls for future studies to explore the effects of family motivation on performance outcomes, especially in roles with performance-based pay. Family motivation is likely to foster job instrumentality, positively influencing productivity and performance (Bracha and Fershtman, 2013). Researchers should further investigate these relationships, unveiling additional processes through which family motivation affects creativity (Zhou *et al.*, 2009).

In conclusion, while this study identifies a negative link between family motivation and creativity mediated by job instrumentality and meaningfulness detachment, further research

is crucial. Unraveling contextual factors, underlying mechanisms, and potential positive effects of family motivation on creativity will contribute to a more comprehensive understanding of its nuanced impact in organizational settings.

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