



## IMPACT OF EMPLOYEE AUTONOMY AND FAMILY MOTIVATION ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR: MEDIATION OF INTRINSIC MOTIVATION AND MODERATION OF FAIRNESS PERCEPTION

AREEJ ZARA<sup>1</sup>, ALINA SHEHZAD<sup>2</sup>, MARYAM ZAMEER<sup>3</sup>,  
NAYMAL ARSHAD<sup>4</sup>, ANAM TARIQ<sup>5</sup>, GHULAM ABID<sup>6</sup>

### ABSTRACT

Organizational citizenship behavior (OCB) holds great significance for organizations. The present research investigates the influence of employee autonomy and family motivation on OCB through the mediating effect of intrinsic motivation and moderating role of fairness perception on the association between employee autonomy and OCB. Using the convenience sampling techniques, data were collected from 418 teachers working in private and government schools. Our findings support the hypothesized model, suggesting the significant role of intrinsic motivation in explaining the association between employee autonomy, family motivation, and OCB. Furthermore, the significantly negative interactional impact of employee autonomy and fairness perception shows that individuals with high fairness perception tend to invest lesser in organizational citizenship behavior.

**Keywords:** Employee Autonomy, Family Motivation, Intrinsic Motivation, Organizational Citizenship Behavior

**JEL Codes:** 54, G40

### I. INTRODUCTION

In the current business dynamics, organizations recognize the significance of employees' willingness to perform more than the minimal specifications of the job to function effectively (Smith et al., 1983). Successful firms have a workforce that serves more than their formal job description and exhibits more energy to prosper (Jahangir et al., 2004). Lately, organizational citizenship behavior has captured the interest of organizational scholars, researchers, and psychologists because of its favorable consequences for both workforce and the organizations (Borman & Penner, 2001). The assumed significance of OCB to organizational efficiency makes it a valuable exercise to investigate the contiguous and distal antecedents of such behavior in the workplace (Smith et al., 1983). In recent times, organizations have moved from centralized and rigid hierarchical structures to more self-governed and decentralized teams, which require more employees' cooperation and actions (Ilgen & Pulakos, 1999). Such a cultural shift calls for scholars, researchers, and managers' increased attention toward organizational citizenship behavior. Moreover, massive changes have been observed in the corporate environment, emphasizing more innovation and flexibility, making it vital for organizations to shift the employees' egoistic attitudes and behaviors to the behaviors supporting organizational development (Lee et al., 2013). OCB is the behavior characterized by employees' voluntary work performance, exclusive of organizations' formal job requirements (Organ, 1988), and are employees' discretionary actions (Kohan & Mazmanian, 2003). Organizational citizenship behavior is majorly a function of two dimensions: OCB towards individuals, often referred to as altruism, which describes the helping attitude towards individuals, and OCB towards the organization, characterized by conscientiousness (Williams & Anderson, 1991). Notions like organizational citizenship behavior strengthen organizational effectiveness, resulting in extensive interest in such behavior (Podsakoff & MacKenzie, 1997). Organizational citizenship behavior is amply crucial for both organizations and employees. Prior studies have revealed that OCB decreases the turnover rate, increases the productivity, makes the organization innovative, improves

<sup>1</sup> Scholar, Business Studies Department, Kinnaird College for Women (KCW), Lahore, Pakistan

<sup>2</sup> Scholar, Business Studies Department, Kinnaird College for Women (KCW), Lahore, Pakistan

<sup>3</sup> Scholar, Business Studies Department, Kinnaird College for Women (KCW), Lahore, Pakistan

<sup>4</sup> Scholar, Business Studies Department, Kinnaird College for Women (KCW), Lahore, Pakistan

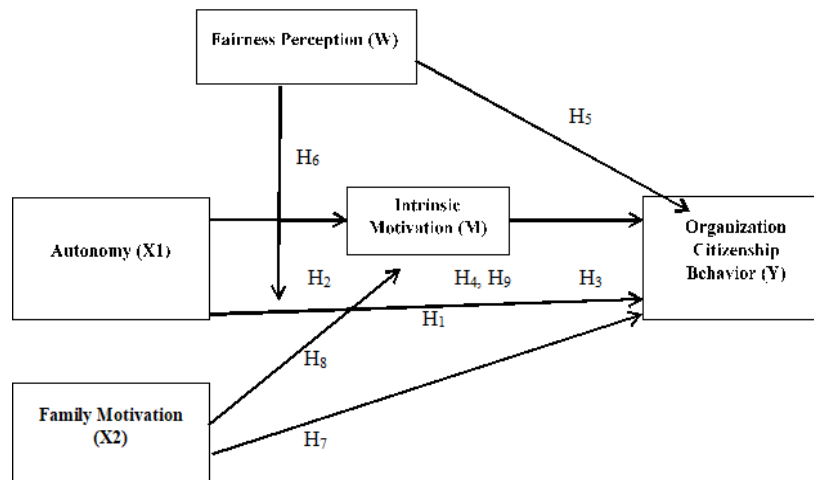
<sup>5</sup> Lecturer, Business Studies Department, Kinnaird College for Women (KCW), Lahore, Pakistan

<sup>6</sup> Assistant Professor, Business Studies Department, Kinnaird College for Women (KCW), Lahore, Pakistan

the overall performance, enhances employees retention (Noranee et al., 2018), lowers absenteeism (Podsakoff et al., 2009), increases employee satisfaction, consumer loyalty (Chahal & Mehta, 2010), customer satisfaction, reduces cost, increases the overall efficiency (Podsakoff et al., 2009) and provides organizations with numerous important work outcomes by establishing a social working environment in the organization (MacKenzie et al., 1993). Individuals at workplaces exhibiting OCB are the ones who seek the best interest of the organization (Ahmed & Khan, 2016). Employees with organizational citizenship behavior usually score high in performance appraisals, leading to various rewards such as bonuses, increments, promotions, and recognition with a lesser probability of redundancy in organizational and economic crises (Kahn, 1990; Haider and Ali, 2015). Organizations reward those employees who are inclined to put in those efforts that are not officially part of their jobs (Lee et al., 2013).

Social Exchange theory advocates improving group performance as an outcome of organizational citizenship behavior, where employees display the helping behavior towards each other (Blau, 1964). Organization citizenship behavior assists in harmonizing the activities among individuals and groups (Podsakoff et al., 1997; Kaseem et al., 2019). Individuals reflecting altruism would not approach supervisors for help whenever they encounter any problem, leaving them time to perform essential tasks. Employees displaying OCB would exceed the customer expectation, resulting in customer satisfaction, extending their suggestions to enhance product quality, and assisting internal and external customers. Moreover, organizational citizenship behavior develops a positive working environment among employees, improving customer satisfaction (Koys, 2001). Such positive outcomes of OCB make it essential for corporations to focus on encouraging employees to exhibit OCB. More than two decades ago, the idea of organizational citizenship behavior originated in the discipline of organizational behavior. Since then, considerable study has been conducted, allowing a comprehensive understanding of this concept (Bukhari et al., 2009). In recent times, increasing attention on OCB has been observed in marketing (Lee et al., 2013). However, most research on OCB was concentrated on factors influencing OCB, typically organizational justice and leadership traits (Karriker & Williams, 2009). Even though several organizational structure features can affect employees' actions and behaviors (Schminke et al., 2000), limited studies have been directed on the association between OCB and several factors at the organizational level (Lee et al., 2013). To fill this gap, the present study is intended to investigate the effect of employee autonomy on OCB.

**Figure 1: Theoretical Framework**



Majorly, the family brings essence to life (Ryff & Singer, 1998). Previous research in human resource management has discovered that family is a robust predictor of motivation for employees to work (Tariq & Ding, 2018). Most of the prior research was directed toward the negative facets of family-work relationships, for instance, work-life conflicts producing adverse outcomes for organizations (Greenhaus & Beutell, 1985). However, researchers are little focused on the positive facets of such relationships, for example, family motivation of employees to work (Umrani et al., 2019). It seems to be a worthwhile exercise to investigate the significance of family motivation to the employees' work performance outcomes. Much organizational behavior literature has advocated more attention to employees' strengths and effective performance (e.g., family motivation) than employees' failures and weaknesses (Luthans & Youssef, 2007). This would help human resource managers better recognize the positive role that family motivation plays in individuals' performance and behavior. Thus, the current research inquires about the likely favorable impact of family motivation on OCB. Figure 1 summarizes the theoretical framework of the present study.

Employee autonomy is the crucial postulate in modern work design theories (Humphrey et al., 2007) and motivation (Gagné & Deci, 2005). Initially, employee autonomy referred to how individuals possess freedom in performing their job assignments (Hackman & Oldham, 1976). Subsequent research has widened the concept, describing it as how an organization extends discretion to employees in organizing their work and establishing the procedures to carry out the work (Morgeson & Humphrey, 2006). Individuals with the increased control of jobs are more motivated, leading them to task proficiency and novel challenges (Morgeson et al., 2005). Autonomy at the workplace has enhanced satisfaction and work performance and lowers stress and burnout among employees (Humphrey et al., 2007). Moreover, employee autonomy expands role breadth (Morgeson et al., 2005), and employees' problem ownership helps them understand the broader set of skills and knowledge required for their work assignments (Parker, 1998). According to Gagné & Deci (2005), Self-determination theory suggests employee autonomy is vital for developing and sustaining the intrinsic motivation among employees, which refers to the motivation to carry out the task to cherish the inherent pleasure of the job (Deci et al., 1989). As per the theory of Thomas and Velthouse (1990), a sense of autonomy corresponds strongly with intrinsic motivation in a way that such feelings are rewarding (Thomas & Tymon, 1994). Before feeling intrinsically motivated, it is crucial for employees to feel empowered (Deci & Ryan, 1991). Self-determination theory advocates that the feeling of empowerment must be satisfied before experiencing intrinsic motivation. Moreover, work-life can also be improved due to family life motivates to get their work done to support their family needs (Greenhaus & Powell, 2006). Hence, we investigate intrinsic motivation as a mediator linking autonomy in the workplace, family motivation, and organizational citizenship behavior. Intrinsic motivation refers to a situation in which an employee carries out a task for pleasure and satisfaction inherent in it (Srivastava & Barmola, 2011). Intrinsic motivation involves affective components, which refers to the task pleasure, and cognitive components, related to embracing challenging tasks. People with challenge-seeking attitudes perform their jobs better and exhibit behaviors due to ascriptions; however, individuals seeking task pleasure find satisfaction, reward, and enjoyment in fulfilling the specific task (Deci & Ryan, 2012). Intrinsically motivated individuals develop a positive environment within the organization, and as a result, they are more inclined to help others, creating a supportive working environment (Lazauskaite-Zabielske et al., 2015). Individuals who enjoy the process of completing work (intrinsic motivation) should not be hesitant to help their coworkers and the organization as a whole (Ryan & Connell, 1989).

Moreover, intrinsic motivation makes employees more productive, hard workers, and persistent, making the efforts less unwanted (Gagne & Deci, 2005). It demonstrates intrinsic motivation leads to organizational citizenship behavior. Furthermore, we anticipate the positive influence of fairness perception on OCB. Fairness perception refers to employees' notion of fair treatment they receive in the organization (Elovainio et al., 2005). Organizational justice creates trust among employees and develops the mental state generating a positive attitude (Rauf & Hansiya, 2014). Employees are presumed to exhibit constructive behavior in the organization when individuals perceive organizational justice (Asgari et al., 2008). These factors encourage employees to participate in voluntary activities, exhibiting organizational citizenship behavior. However, if an employee believes that they are receiving fair treatment but find any disparity between their contribution and rewards concerning their peers or colleagues, they would negatively change their voluntary behavior to minimize inequity (Karriker & Williams, 2009). Hence, fairness perception can negatively influence the positive association between employee autonomy and OCB. The present research examines the influence of employee autonomy on OCB through the mediating impact of intrinsic motivation and moderating role of fairness perception. Moreover, current research aims to investigate how family motivation influences OCB. Thus, present research contributes to the discipline of organizational behavior. Firstly, this study contributes by responding to the Lee et al. (2013) call for examining the organizational structure-related antecedents for organizational citizenship behavior. Secondly, by examining the fairness perception limitations, we provide the empirical evidence on Karriker and Williams, (2009) assumption that fairness perception can hamper organizational citizenship behavior. Thirdly, by addressing the call of investigating the consequences of family motivation, we contribute to positive aspects of the work-family relationship.

## **I. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT**

### **1.1. ORGANIZATIONAL CITIZENSHIP BEHAVIOR**

Organizational citizenship behavior is characterized by voluntary, organizationally favorable actions, which are neither rewarded nor could be implemented by organizations as a part of the job description and role expectations formally (Smith et al., 1983). For the last two decades, OCB has become one of the most exciting topics for research, as demonstrated by extensive literature reviews (Zhao et al., 2018). Individuals exhibiting organizational citizenship behavior exceed what their jobs call by assisting and mentoring their colleagues, involving in corporate matters, extending suggestions by speaking up, stepping forward in taking the additional task, encouraging peers, and so forth (Whiting et al., 2008). These are individuals' helpful behavior toward the organization (Somech & Drach-Zahavy,

2004). Organizational citizenship behavior ensures effective operations by establishing social capital in the corporation (Organ et al., 2006). In the existing business dynamics, companies require employees willing to perform tasks that are more than their explicitly defined specifications and expectations of jobs but advantageous for the organization's smooth operations (Podsakoff et al., 2009). OCB refers to employees' willingness to devote their analytical, emotional, psychological, and physical resources to tasks that are not part of their job description, and lack of such resources results in internal tension within the organization (Bolino, 2015).

## **I.II. EMPLOYEE AUTONOMY AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR**

Job autonomy is the independence, discretion, and substantial freedom for individuals in a job, the procedural determination, and work schedule in carrying out the work (Hackman & Oldham, 1975). Job autonomy could be defined as a contextual work/job factor and the authority to work independently (Noranee et al., 2018). Autonomy is addressed as professional empowerment (Ddungu, 2014) and the process of an increased cognitive and professional capacity of the individual to make significant choices and actions (Dust et al., 2018). In an organizational setting, employee autonomy is referred to as the discretion, freedom, and independence to carry out the job tasks (Saragih, 2015) and the adherence to the extra-role behaviors that are not required by the organization and are beyond the individual's job descriptions (Organ, 1988). When the employees are given freedom in an organization, they have increased satisfaction, better psychological health, and adaptive behavior (Gillet et al., 2018). Autonomy changes an ordinary employee into a loyal and committed employee and creates leadership skills within the employees (Noranee et al., 2018). It helps lower the job's stress level and feelings related to threats and leads to positive employee conduct (Saragih, 2015). When provisioned with autonomy, employees tend to have an uplifted psychological state, and they feel the urge and liability to perform the tasks efficiently (Runhaar et al., 2013). The employees are persuaded less to be absent, go back home late from work, don't search for opportunities to transfer and switch from one organization to another, and provide minimal grudging performances (Ulrich & Lake, 1990). Autonomy motivates the employees to execute higher discretion over the organizational involvement and work with higher individual satisfaction and efficiently and in the organization's best interests.

The personnel entrusted with autonomy tend to exert higher discretion over their organizational character and involvement. They relate more with the organization as they experience being valued by their organization; they develop a greater sagacity of corporate identification and correspond with increased personal satisfaction and efficiency. Employees exhibit courtesy and strive for the organization's well-being (Chahal & Mehta, 2010). Employees present an increased apprehension for the organization. These decisions have been taken by the individuals and the management and their impacts on the organization, either positive or negative, and a sincere concern for the other employees and colleagues. Employees develop a sense of what is important to them and the organization as a whole, freedom to choose what is interesting to perform, and vital psychologically (Deci & Ryan, 2006). With autonomy, employees perceive freedom and trust and organize their work and professional duties. They do not overburden themselves with regulations and restrictions (Hemmings & Kay, 2015). Employees who are more willing to make decisions are open to expressing their personal opinions and getting feedback from others, learning and gaining new knowledge, and engaging with their fellow employees (Andrews, 2019). Autonomy also develops a sportsmanship spirit among the employees where they are eager to lead their team more efficiently to achieve the goals of an organization (Chahal & Mehta, 2010). Employees with autonomy participate with responsibility for the organization. Based on the above literature, we can say that employee autonomy creates a sense of responsibility and freedom to align the job tasks according to an individual's preference. It nurtures a sense of ethical and psychological duty towards an organization. It changes employees into loyal and valuable assets of the organization, and they create a sense of responsibility to work the extra mile for the organization, which is an attribute of organizational citizenship behavior. We can say that employee autonomy will lead to positive behavior in an organization and responsibility within the employees, which establishes an increased organizational citizenship behavior. Therefore, we hypothesize

**Hypothesis 1:** There is a positive relationship between employee autonomy and organizational citizenship behavior.

## **I.III. EMPLOYEE AUTONOMY AND INTRINSIC MOTIVATION**

Employee autonomy refers to how much the job offers significant opportunity, liberty, and prudence to the person in arranging the work and identifying the techniques to be utilized in completing it (Hackman & Oldham, 1976). Chen and Chiu (2009) showed that job autonomy is linked to job involvement, which elevates employees to participate in OCB regularly. Even in the absence of operationally separable incentives, intrinsic motivation alludes to people's natural impulses to be keen, search out difficulties, and practice and grow their abilities and knowledge. Self-determination theory proposes that intrinsic motivation predicts improved learning, performance, creativity, optimal development, and psychological wellness during the last four decades (Ryan & Deci, 2017). As per Self-Determination Theory,

external forces that meet an individual's inner demands for autonomy and competence; can promote intrinsic motivation (Ryan & Deci, 2000). Job autonomy satisfies employees' desire for competence by giving proficient experience, for instance, learning new skills and taking on new tasks (Parker et al., 2006; Roussel et al., 2021; Sajid and Ali, 2018). Individuals' intrinsic motivation will be high if they are extremely proficient in tasks and self-determined activities (Ryan & Deci, 2000). Past research has investigated the connection between work autonomy and organizational characteristics. Job autonomy is more strongly associated with organizational commitment and mental prosperity in more quality-competitive businesses, according to Park and Searcy (2012).

Leaders, who create autonomy and competency, provide non-controlling positive feedback and respect diverse views and maintain exceptional relations with their subordinates since these strategies advance self-determination, according to Cognitive Evaluation Theory (Hirschler et al., 2014). When ethical leaders help associates build the abilities and skills they need do their occupations and direct their endeavors; (Zhu et al., 2004), their adherents' sense enhanced self-efficacy and competence, demonstrating their increased intrinsic motivation. Employees who are intrinsically motivated are viewed as more self-propelled and autonomous than those who are not, implying that when given developmental opportunities, they will bear greater responsibility for guaranteeing the necessary degrees of abilities and skills (Thomas, 2002). Employees with higher intrinsic motivation are more highly engaged in their jobs than those with lower intrinsic drive (Vansteenkiste et al., 2007). Employees may undeniably utilize formative opportunities to expand their work effort and be more intrigued and occupied with the work of their coworkers. Consequently, we speculate

**Hypothesis 2:** There is a positive relationship between employee autonomy and intrinsic motivation.

#### **III.IV. INTRINSIC MOTIVATION AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR**

Organizational citizenship behavior (OCB) is a type of extra-individual behavior that is not directly or openly recognized in a conventional work framework yet can escalate the overall performance of organizational operations (Organ, 1988). Intrinsic motivation is a person's desire to perform comfortably challenging, gratifying, rewarding, and intriguing. Individuals with a significant degree of intrinsic motivation are more likely to be cognitively flexible, inquisitive, prone to utilizing unconventional techniques to make decisions, and willing to explore advanced information, as indicated by past studies on motivation. Furthermore, intrinsically motivated employees tend to perform better at work, are more effective at meeting goals, and are happier and more fulfilled (Koestner et al., 2008). Organizational citizenship behavior is a collection of behavioral actions, and persons with a high level of intrinsic motivation enjoy accomplishing assignments and duties; and creating pleasant working environments. Employees who want to work in a friendly atmosphere are more likely to contribute to the formation of a culture of aiding at work, which will prompt OCB behavior (Torlak&Koc, 2007). According to intrinsic motivation, employees participate in their work assignments for internal delight and interest rather than for measurable outcomes. Frontline employees with intrinsic motivation are more energetic, persistent, and productive at work because they love accomplishing job-related tasks (Ruiz-Palomino & Zoghbi-Manrique-de-Lara, 2020). Employee intrinsic motivation has been experimentally connected with various beneficial results, including knowledge sharing (Lee & Kim, 2017), labor productivity (Grant & Berry, 2011), and innovation. Employees with high levels of OCB are more likely to cope actively with their work, are less emotionally weary, and are less likely to depersonalize others due to their job satisfaction and cognitive security (Konovsky & Organ, 1996). According to Ryan and Deci (2000), employees who are intrinsically motivated by pleasure and curiosity are more likely to engage actively in their work, have less exhaustion, and will be glad to go past traditional work prerequisites will assist firms with adapting to change. Hence, we hypothesize:

**Hypothesis 3:** Intrinsic motivation and Organizational Citizenship Behavior have a positive relationship (OCB).

#### **II.V. FAIRNESS PERCEPTION AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR**

Fairness perception relates to the efforts in a job and the in-turn rewards (Mowday, 1991). It explains the assessment of the employees about the level of efforts in terms of energy, skills, experience, time that they exert in a job, and the benefits and returns they receive in place of their actions in terms of acknowledgment, fringe benefits, position and rank, authority, financial benefits etc (Adams, 1965; Senturk and Ali, 2021; Mehmood et al., 2022). With an increased fairness perception in an organization, the employees feel that their returns for their efforts are justified and have higher job satisfaction. They present positive behavior on the job and drive effective results for the organization (Aryani, 2009). Employees who understand that they receive a higher coverage of benefits compared to their subordinates tend to be more satisfied than their peers (Williams, 1995). When employees are treated with distributive justice, they willingly commit to the organization. Distributive justice relates to the concept that when the employees perceive that the reward system is following the employees' training, responsibilities of the employees, and the workload at the organization (Chahal & Mehta, 2010). Employees are perceived to have a boost in their energy level and they enthusiastically complete their job-related tasks by incorporating all their capabilities and work in the organization's

best interest and for the organization's benefit (Selvarajan & Cloninger, 2012). When the employees experience a balance between their efforts and rewards, they are more willing to perform efficiently and with a higher enthusiasm. The employees are motivated, leading to a reduced turnover within the organization (Jyoti & Sharma, 2006) as employees willingly stay with the same organization and work for its benefits.

Employees with a fair perception of the organization possess positive feelings. They show auspicious evaluations of the budgeting processes and are motivated (Magner et al., 1995). They endeavor for the organization's best interests (Cropanzano et al., 2007) by showing less absenteeism and high efficiency in the workplace (Libby, 2001). This is because they experience high levels of motivation and are zealous to attend the workplace regularly, and are passionate about working to fulfill the organization's goals and targets whole-heartedly. On the other hand, when the employees are motivated, it is in the organization's best interests. This is because, when the employees are instilled with a higher level of fair and just reward systems at work, they develop strong and cordial relationships with each other, amongst the employees and the management, subordinates and the organization, based on trust and amplify the organizational commitment (Alexander et al., 1987; Folger et al., 1989). When the employees are allowed to select an anticipated compensation form, asked for participation in designing that particular compensation system, give opinions about the results of the compensation decisions, and contribute information, they feel a higher fairness perception. They have control over the decisions that are made and over the process, so they can strive more keenly to drive positive results and develop a positive behavior (Folger & Bies, 1990). Considering the above literature, it can be said that if the employees are screened through a fair and just system at the workplace for the payment and performance appraisals, they are highly motivated as there exists no doubt about the favoritism in the organization. Employees, therefore, wholeheartedly work for the organization's increased affectivity to increase the organization's overall productivity and value by going the extra mile to benefit the organization (Wenzel et al., 2019). So, we propose a direct effect of fairness perception on organizational citizenship behavior as employees tend to seek the most effective results for the organization when they are being rewarded for their efforts.

**Hypothesis 5:** There is a positive relationship between employee fairness perception and organizational citizenship behavior.

## II.VI. FAIRNESS PERCEPTION AS A MODERATOR

Fairness perception is a crucial concept that may modify the positive impact of employee autonomy on organizational citizenship behavior. Perception is the instinctive comprehension, recognition, and meaning of an event (Armstrong, 2009). Fairness perception refers to employees' notion of fair treatment they receive in the organization. It is the perception of appropriateness and unbiased (Colquitt & Rodell, 2015). According to the Equity theory, proposed by Adams in 1963, employees assess their input/outcome ratio and compare it with their colleagues' input/outcome ratio. As a result, if they perceive disparity, it suggests inequity exists, which produces the feeling of dissatisfaction among employees (Walster et al., 1973). Dissatisfaction would lead employees toward equity restoration. The greater the employees feel dissatisfaction, the more they struggle to get back equity either by altering their behavior or distorting their inputs (Adams, 1965). Employees could consider their organizational citizenship behavior as an input when determining the equity ratio, and as a result, employees could alter their discretionary behaviors in response to the disparity (Organ, 1988). If an employee believes that they are receiving fair treatment, but they find any discrepancy between their contribution and rewards concerning their peers or colleagues, they will change their voluntary behavior to minimize the inequity (Karriker & Williams, 2009). One of the possible reactions to under-rewarded circumstances is that employees may opt for behavioral changes to minimize inequities, such as lowering their work contribution or reducing their efforts (Allen et al., 2011). Because organizational citizenship behaviors are voluntary actions, exclusive of the job description, dissatisfied employees feel more reasonable to avoid such acts without any threat of rebuke and criticism (Akan, 2009). Such individuals may prefer to perform their job description only and refuse extra roles. Therefore, it is safer to alter organizational citizenship behavior than to modify their attitudes to formal job requirements, and even if not safer, such behavior is in the direct control of individuals (Moorman, 1991). Previous studies on equity theory suggest that employees may raise or lower their work performance as per their perception of fair and equitable rewards (Greenberg, 1990b). In line with such reasoning, OCB would also be likely to enhance or decline according to employees' perception of equity. Organizational citizenship behavior depends significantly on the social exchange process; when employees feel rewarded unfairly for their input compared to the contribution of others, they reciprocate by inhibiting discretionary behaviors. Hence, we assert that fairness perception can weaken the positive influence of employee autonomy on organizational citizenship behavior.

**Hypothesis 6:** Fairness perception moderates the relationship between autonomy and organizational citizenship behavior, such that fairness perception increases organizational citizenship behavior decreases and vice versa.

## **II.VII. FAMILY MOTIVATION AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR**

Family motivation is referred to as working for the benefit of one's family, including spouses and children. It is also related to an effort of individuals extended to benefit one's family (Menges et al., 2017). It is rampant when there are dependents at the employee's home, including spouses and children. The family doesn't only compromise them but is also expanded to the employees' parents, aunts, uncles, grandparents, cousins, and other kith and kin (Burnstein et al., 1994). The family consists of individuals related biologically, adoption, marriage, and social customs (Edwards & Rothbard, 2000). On the other hand, Organization Citizenship behavior is the voluntary actions of the organization's employees that further enhance the organization's effectiveness (Organ, 1988). It is the behavior that is beyond the formal performance appraisal. Employees with motivation experience intense arousal of motivation due to a profound connection with society's core values (Schwartz et al., 2012). Family motivation enhances one's dedication and desire to help the people related to them (Grant, 2007). Caring for one's family is regarded as a priority in the life of the employees and leads employees to an increase in the influence, recognition, enjoyment of the leisure life, peace of the world, independence, and a more significant concern for the other people (Schwartz, 2015). Employees who are equipped with family motivation feel a desire to work hard for their families. This is because employees sense a rich and intense relationship with their legatees. This increases their inclination to work for long and with efficiency on the job for the organization's benefit (Grant, 2007).

When employees feel motivated by their families, they are more motivated, generous, cooperative with their fellow subordinates at work and with the organizational management, and indulge more in extrarole behaviors. This is because employees are inclined toward benefiting their families by the absolute nature of kinship (Burnstein et al., 1994), as kinship is a strong influencer of emotional closeness (Korchmaros & Kenny, 2001). They recognize their organizational values and care for them. They exert and present a higher altruistic and sportsmanship spirit (Gupta et al., 2017). Family motivation enables employees to feel optimistic about the things around them when they experience positive sensations and give a positive response (Fredrickson, 2001). Family motivation allows employees to be passionate about nurturing the individual behaviors and results relating to personalized efforts to facilitate and serve others (e.g., customers, spouses, subordinates etc.) as a whole, as employees with the increased impetus of family motivation work hard to support and serve (Grant & Berry, 2011). When the beneficiary is the family, the employees can directly experience the results and outcomes for their efforts; therefore, family motivation is mainly said to be powerful. This leads the employees to extend their efforts to benefit others (Grant, 2008). When the employees have a direct beneficiary, their families, they feel a sense of responsibility that leads to motivated efforts to benefit them in the best interests and all possible means (Morrison & Phelps, 1999). Employees with a family bound in a unity entity can see how their actions impact the coherent group and therefore are more instilled with family motivation (Smith et al., 2013). Considering the above literature, we can say that when employees themselves witness their support leading to the improvement of their families and beneficiaries, they are potentially driven to facilitate others, and they tend to exert increased efforts at their organizations that ultimately lead them to perform organizational citizenship behavior at their respective workplaces (Grant, 2008). So, we can conclude that:

**Hypothesis 7:** There is a positive relationship between employees' family motivation and organizational citizenship behavior.

## **II.VIII. FAMILY MOTIVATION AND INTRINSIC MOTIVATION**

The family comprises individuals related by "family ties, marriages, customs and adoption" (Edwards & Rothbard, 2000). Family motivation refers to "the desire to expand efforts to benefit one's family"; the individual's aspiration to benefit their family (Menges et al., 2017). An Individual's family is the primary recipient who will be satisfied from family motivation (Grant, 2007). Family motivation is not directly linked to an employee's job and is likely to be constant in various circumstances. Also, the individual is more passionate as it is related to the employee's relationships (Menges et al., 2017). Employees access their work as a significant task to assist their families; they identify that the desires and wants of their families can be achieved by the work they are performing. The families of these individuals value their efforts to help them. This offers them a feeling of self-esteem and self-confidence (Erum et al., 2020). Thus, the employee feels motivated and satisfied. Intrinsic motivation refers to the drive to accomplish a task for itself to understand the satisfaction and liking involved in the job (Deci et al., 1989). Intrinsic motivation is a critical element for forecasting employees' performance (Van Yperen & Hagedoorn, 2003). Intrinsic motivation results from an employee's affirmative response to the qualities of the work (Amabile, 1996). The crucial aspect of intrinsic motivation is independence; individuals who have an internal drive to accomplish tasks are motivated by a sheer interest in their job. The pleasure of the work automatically carries them to function well, so the choice of spending energy is their own will (Grant, 2008). According to Ng et al. (2006), a factor related to employees' intrinsic motivation is the locus of control. The employee's performance progresses when they are highly involved in the work activity due to their internal

motivation (Joo et al., 2010). Earlier research has suggested a constant positive association between intrinsic motivation and job performance (Grant, 2008). When individuals are motivated due to their family, they strive to work hard to benefit them due to the emotional relationship between the individual and their family and kinship (Burnstein et al., 1994; Hall & Chandler, 2005). Family motivation strengthens the employee's exertions, which helps to cause constructive results (Menges et al., 2017). When family motivation increases, the individuals are worth the activity more as the work is linked with the family's well-being. That teaches determination to work extensively and tougher (Duckworth et al., 2007). Thus, it results in greater work commitment (Erum et al., 2021). Family motivation is valuable since it is favorable to cognitive job creation and entails fewer assets and exertion (Erum et al., 2021). Supportive family advantages employees accomplish aims and objectives in life, which leads employees towards intrinsic motivation (Russo et al., 2016). Family motivation acts as a significant factor for employees to perform work-related activities, and it develops a bright outlook for employees. According to King et al. (1995), when workforces are motivated because of their families and relationships, they feel satisfied as the family's livelihood enhances, and so, they feel internally enthusiastic and lean towards intrinsic motivation. Our above arguments suggest that:

**Hypothesis 8:** There is a positive relationship between intrinsic motivation and family motivation.

## **II.IX. EMPLOYEE AUTONOMY, FAMILY MOTIVATION, AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR: A MEDIATED PROCESS**

We argue that intrinsic motivation mediates the relationship between employee autonomy and OCB and family motivation and OCB. Employee autonomy and family motivation should indirectly enhance organizational citizenship behavior by contributing to intrinsic motivation. Employee autonomy provides individuals independence and liberty for selecting the way to perform; this stimulates a positive effect on the emotional state (Jinyue, W, 2010), which can enlarge the desire and satisfaction integral in the performance of the employees that they perform for themselves (that is intrinsic motivation) (Deci et al., 1989; Ali and Audi, 2016; Ali and Audi, 2018). According to self-determination theory by Deci and Ryan (2000), the emotional state of proficiency and autonomy are essential to intrinsic motivation. Autonomy matures an association in employees, making them proud to be a part of the organization (Muogbo, 2013). Status and recognition are specified to autonomous employees that result in a positive attitude and strive to perform best of their abilities. Autonomy being an aspect of job design offers an anticipated setting to work in which employees thrive based on the job's features (Joo et al., 2010). Intrinsic motivation has been widely accepted as contributing medium in job design studies that link autonomy with performance. According to the Job Characteristics Model proposed by Hackman and Oldham (1976), employee autonomy is a primary characteristic of JCM that forefronts intrinsic motivation. Workforces lean towards greater intrinsic motivation in independently planned jobs rather than controlled jobs (Hackman & Oldham 1980). Employee autonomy is crucial for designing a position to motivate employees (Amabile, 1996). The notion logically connects with the intrinsic motivation that is the drive due to an individual's positive response to the task (Joo et al., 2010). Furthermore, employee autonomy is an essential provider of innovative performance by employees in the workplace (Shalley et al., 2004). Several pieces of research have proposed that employees having autonomy are predicted to encourage high levels of intrinsic motivation, job satisfaction, and consistent performance under challenging circumstances.

Employees are enthusiastic about achieving a level of attainment, sense that they have extra accountabilities regarding their organizations rather than the official job roles (Rioux & Penner, 2001). Employees are keen to contribute their additional determination without opposing and feeling a sense of community while related to the organization and at work (Ahmed & Khan, 2016). Motivation enlarges the organization's appropriate working settings that provide employees with satisfaction, engagement, and commitment. Motivated employees urge to execute their work tasks more effectively (Shaaban, S., 2018). OCB is positively linked to the performance and abilities of the organization to solve complex tasks (Ibrahim & Aslinda, 2014). The intrinsically motivated individual has internal ideologies to perform the job and work out their responsibilities (Kamal et al., 2006). An intrinsically motivated employee engages in extra-role activity as it is fundamentally satisfying and thought-provoking (organizational citizenship Behavior) (Finkelstein & Marcia, 2011). Further, intrinsic motivation is related to OCB so that internally motivated employees exhibit extra-role activities to improve the organization. Our arguments above suggest:

**Hypothesis 4:** Intrinsic motivation mediates the relationship between employee autonomy and OCB.

Family is interpreted as individuals that are "related by biological ties, marriage, social custom, or adoption." (Edwards & Rothbard, 2000). Family motivation, an unusual form of pro-social motivation (Grant, 2008), is the wish of an individual to spend energy to advantage his family (Menges et al., 2017). When the top priority is the family, it acts as an intrinsic motivator (Leana & Meuris, 2015). Family motivation is expected to include powerful motivational encouragement since its deep linking with the foremost essential standards of society (Menges et al., 2017). Research



shows that family ties are a strong motivator of emotional proximity that impacts the extent of effort employees spend in support of their families (Grant et al., 2007). When employees thrive to provide a livelihood for their families, it can act as a sufficient basis that pushes the execution by promoting the effort essential to perform work-related activities. Working for one's family recompenses for monotonous work tasks by improving energy (Menges et al., 2017). Several studies propose that the primary component that internally motivates the employees to perform jobs is the aspiration to upkeep their families. Family motivation is related to intrinsic motivation as employees feel satisfied in supporting their families, and the satisfaction increases when the family is provided a good lifestyle. As the above literature supports the effect of intrinsic motivation on OCB, our arguments above suggest that:

**Hypothesis 9:** Intrinsic motivation mediates the relationship between family motivation and organizational citizenship behavior.

### **III. METHODOLOGY**

#### **III.I. SAMPLE AND PROCEDURES**

To examine the relationship between the variables of current research, data was gathered in a cross-sectional study through employees at educational institutions. We conducted a questionnaire-based survey in non-contrived settings. We explicitly targeted teachers working in schools among educational institutions because the dynamics of schools and higher education institutions vary from each other. We specifically gathered data from teachers as they are an essential asset of schools and have broader roles. We approached 418 teachers from various private, semi-private, and government schools, deploying convenience sampling. A total of 168 male teachers (40%) and 250 female teachers (60%) from 33 schools, including public and private schools, participated. Data were collected both physically (195) and electronically (223). We carried out an online survey through Google forms; however, we were granted permission from administration to visit schools to conduct a questionnaire survey. Out of 262 questionnaires, we received 195 filled questionnaires with a response rate of 74%. The range of participants' age was from 23-62 years, having a mean of 38.75 and a standard deviation of 9.150. The minimum tenure of the participants in their respective organizations was less than 12 months, while the maximum tenure in the organization was 34 years with a mean of 7.60, while the standard deviation was 5.956. The qualification years ranged from 14 to 18, with a mean of 16.31 and a standard deviation of 1.244. The minimum working experience of participants was less than 12 months, while the entire working experience was 35 years. The mean working experience is 12.25, with a standard deviation of 8.119.

#### **III.II. MEASURES**

Scales in the currently available literature reviews have been used to measure all the major constructs. Each measure incorporates the 5-point Likert-type scale ranging from strongly disagree (1) to strongly agree (5).

##### **III.II.I. EMPLOYEE AUTONOMY**

Employee autonomy was estimated by deploying the 8-item scale which was proposed by Saragih, S (2015). The items were intended to ask employees the degree to which individuals are provided with discretion in scheduling and performing their tasks. The job autonomy item is, "I am allowed to decide how to go about getting my job done."

##### **III.II.II. INTRINSIC MOTIVATION**

Intrinsic motivation was captured by utilizing Ryan and Connell's (1989) 3-item scale. The intrinsic motivation item is, "I enjoy the work itself."

##### **III.II.III. ORGANIZATIONAL CITIZENSHIP BEHAVIOR**

OCB was ascertained by employing the measure developed by Farh, Zhong, and Organ (2004). Organizational citizenship behavior comprises 6-items. The sample item is "Initiates assistance to coworkers who have a heavy workload."

##### **III.II.IV. FAIRNESS PERCEPTION**

Fairness perception was captured by deploying the measure proposed by Ambrose and Schinke (2009). Fairness perception consists 6-items. The items were intended to determine how individuals perceive their organization's fairness. The fairness perception item is, "Overall, I am treated fairly by my organization."

##### **III.II.V. FAMILY MOTIVATION**

The family motivation was captured by utilizing the 5-item scale presented by Ryan and Connell (1989). The family motivation item is, "I care about supporting my family."

### III.III.VI. ANALYTICAL APPROACH

We investigated study hypotheses on two levels. Firstly, we deployed the SPSS Process macro written by Hayes (2013) to examine the mediation and moderation (H1-H6), which tested the direct influence of employee autonomy on organizational citizenship behavior, the indirect effect of employee autonomy on organizational citizenship behavior through intrinsic motivation, and the moderating impact of fairness perception on the association between employee autonomy and organizational citizenship behavior. In the second step, to test the direct influence of family motivation on organizational citizenship behavior and the indirect effect of family motivation on organizational citizenship behavior through intrinsic motivation, we analyzed the simple mediation (H7-H9) by using the SPSS Process macro by Preacher and Hayes (2008).

### IV. RESULTS

Descriptive statistics and correlational analysis for all the current study variables are reported in Table 1. The correlation coefficients offer the initial support for the hypothesized relationship between the constructs and are congruent with expectations. Consistent to our hypotheses, results indicate that employee autonomy ( $r = 0.734$ ,  $p < 0.01$ ), intrinsic motivation ( $r = 0.734$ ,  $p < 0.01$ ), fairness perception ( $r = 0.736$ ,  $p < 0.01$ ) and family motivation ( $r = 0.329$ ,  $p < 0.01$ ) are positively and significantly associated to organizational citizenship behavior. Moreover, intrinsic motivation has a significantly positive correlation with employee autonomy ( $r = 0.679$ ,  $p < 0.01$ ) and family motivation ( $r = 0.357$ ,  $p < 0.01$ ). In addition, significant associations between control variables and study variables are presented in Table 1. Results reveal that gender is negatively and significantly related to fairness perception ( $r = -0.126$ ,  $p < 0.05$ ).

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

Variables	Mean	SD	1	2	3	4	5	6	7	8	9	10	11
1. Gender	1.60	0.49	-										
2. Marital Status	1.88	0.59	-.038	-									
3. Age	38.75	9.15	-.227**	.439**	-								
4. Education	16.31	1.24	.007	.035	.085	-							
5. Working Experience	12.25	8.12	-.169**	.393**	.869**	.076	-						
6. Tenure	7.60	5.96	-.037	.364**	.691**	.060	.807**	-					
7. Employee Autonomy	3.40	0.74	-.084	-.073	-.016	.008	-.021	.007	-				
8. Family Motivation	4.21	0.66	-.054	.034	.000	-.011	.024	.004	.239**	-			
9. Intrinsic Motivation	3.86	0.87	-.060	.030	-.014	.067	-.003	.020	.679**	.357**	-		
10. Organizational citizenship behavior	3.64	0.77	-.060	.019	.033	.059	.019	.064	.734**	.329**	.734**	-	
11. Fairness Perception	3.22	0.90	-.126*	.023	.032	.045	.028	.034	.629**	.239**	.698**	.736**	-

Note: n = 418 \*\*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

### IV.I. MEASUREMENT VALIDATION

Exploratory factor analysis was performed with Varimax Rotation on employee autonomy, intrinsic motivation, family motivation, organizational citizenship behavior, and Fairness Perception to investigate their dimensionalities and psychometric properties. For the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy statistic, the value is 0.906, significantly higher than the threshold of 0.6 (Kaiser, 1974). Bartlett's test of Sphericity was statistically significant with  $\chi^2(406) = 10442.286$ ,  $p < 0.001$ , which demonstrated that the correlations between the variables were significantly different from zero. Hence, correlations were adequately large for exploratory factor analysis. Six factors containing the Eigenvalues of more than 1 demonstrated 66.302% of the total variance, were selected for further statistical analysis (see Table 2). In the current factor analysis, all the items had factor loadings exceeding the value of 0.4, demonstrating the stable factor loadings (Guadagnoli & Velicer, 1988). For employee autonomy, the factor loadings lay between 0.459 and 0.845. However, the factor loadings fell between the range of 0.406 and 0.845 for fairness perception. The values ranged from 0.763 and 0.879 for family motivation. The factor loadings for altruism lay between the range of 0.700 and 0.787 and between 0.621 and 0.745 for conscientiousness. Lastly, the values ranged from 0.530 and 0.753 for intrinsic motivation. The results confirmed that all the variables are independent, and each item belongs

to the anticipated factor structure. Conscientiousness and Altruism were considered in one variable: Organizational Citizenship Behavior.

**Table 2. Exploratory Factor Analysis**

Components						
Items	Employee Autonomy	Family Motivation	Intrinsic Motivation	Conscientiousness	Altruism	Fairness Perception
EA1	0.845					
EA2	0.785					
EA3	0.832					
EA4	0.688					
EA5	0.496					
EA6	0.586					
EA7	0.522					
EA8	0.459					
FM1		0.865				
FM2		0.879				
FM3		0.858				
FM4		0.799				
FM5		0.763				
IM1			0.753			
IM2			0.583			
IM3			0.530			
C1				0.745		
C2				0.654		
C3				0.621		
A1					0.704	
A2					0.700	
A3					0.787	
FP1						0.406
FP2						0.450
FP3						0.454
FP4						0.845
FP5						0.553
FP6						0.842
Eigenvalue	12.593	3.298	1.964	1.199	1.337	1.009
% of Total Variance	43.424	11.373	6.771	4.134	4.590	3.479
Total Variance %						73.771

Cronbach's alpha values for each construct (employee autonomy, family motivation, intrinsic motivation, fairness perception, and organizational citizenship behavior) were calculated to evaluate the reliability that if the measures consistently indicate the constructs, they are measuring or not. Table 3 presents the results of our reliability test, demonstrating the internal consistency of all variables with the Cronbach's alpha value exceeding the threshold of 0.7(Cronbach, 1951). The values for Cronbach's alpha ranges from 0.854 to 0.909, reflecting the reliability of all measures. To verify the data normality, we carried out the kurtosis and skewness. Kurtosis indicates the existence of outliers by measuring the peaks of distribution. It determines the extent to which the tail of the current distribution varies from that of the normal distribution. However, Skewedness reflects the degree of symmetry and asymmetry in the distribution. The data were normally distributed with the values of kurtosis falling between -3 and +3 with the

standard error of 0.238. However, skewness also demonstrated data normality with its values ranging from -1 to +1 with the standard error of 0.119 (Hair et al., 2013).

**Table 3. Reliability and Data Normality**

	Scales	Items	Cronbach's $\alpha$ Values	Skewness	Kurtosis
1.	Employee Autonomy	8	0.910	-0.590	-0.253
2.	Family Motivation	5	0.902	-0.880	2.009
3.	Intrinsic Motivation	3	0.913	-0.592	0.183
4.	Organizational Citizenship Behavior	6	0.859	-0.789	0.666
5.	Fairness Perception	6	0.896	-0.348	-0.560

#### IV.II. TESTS OF MEDIATION AND MODERATION

Table 4 illustrates our anticipated theoretical framework outcomes with employee autonomy as a predictor. Results demonstrated that employee autonomy has a positive and significant direct influence on organizational citizenship behavior ( $\beta = 0.682$ ,  $t = 6.688$ ,  $p < 0.001$ ), according to our hypothesis 1. Further, supporting hypothesis 2, employee autonomy was positively and significantly associated with intrinsic motivation ( $\beta = 0.797$ ,  $t = 18.846$ ,  $p < 0.001$ ). In line with our anticipation for hypothesis 3, intrinsic motivation positively and significantly affected organizational citizenship behavior ( $\beta = 0.227$ ,  $t = 6.136$ ,  $p < 0.001$ ). In addition, the direct effect of fairness perception on organizational citizenship behavior was significant and positive, consistent with our hypothesis 5.

The results of the mediation model offer support to the indirect impact of employee autonomy on organizational citizenship behavior (0.181), with the 95% confidence interval having no zero (0.118, 0.253), in line with hypothesis 4 as presented in Table 4. Furthermore, concerning hypothesis 6, we expect that the positive relationship between employee autonomy and organizational citizenship behavior would be weaker for individuals with higher fairness perception than individuals with lower fairness perception. Results revealed that the interaction effect of employee autonomy and fairness perception on organizational citizenship behavior was negative and significant ( $\beta = -0.112$ ,  $t = -3.488$ , 95% CI =  $-0.175$  to  $-0.049$ ,  $p < 0.01$ ).

**Table 4. Regression Results for Conditional Direct Effect**

Predictor	$\beta$	SE	T	P
Organizational Citizenship Behavior				
Constant	-0.399	0.305	-1.307	0.192
Employee Autonomy (X)	0.682	0.102	6.688	0.000
Intrinsic Motivation (M)	0.227	0.037	6.136	0.000
Fairness Perception (FP)	0.659	0.113	5.856	0.000
X $\times$ FP	-0.112	0.032	-3.488	0.001
Intrinsic Motivation				
Constant	1.150	0.147	7.806	0.000
Employee Autonomy (X)	0.797	0.042	18.846	0.000
Fairness Perception	Effect	SE	Boot LLCI	Boot ULCI
The conditional direct effect of X on Y at the range of value of a moderator				
-1 SD (2.313)	0.423	0.044	0.336	0.510
M (3.216)	0.322	0.041	0.242	0.402
+1 SD (4.119)	0.221	0.055	0.112	0.330
Mediator	Index	SE	LL95%CI	UL95%CI
Index of mediation				
Intrinsic Motivation	0.181	0.34	0.118	0.253

Note: n = 418;  $\beta$  = unstandardized regression coefficients; Bootstrap sample size = 5,000; LL = lower limit; UL = upper limit; CI = confidence interval

#### IV.III. TESTS OF MEDIATION

We examine whether intrinsic motivation (mediator) could explain the impact of family motivation (independent variable) on organizational citizenship behavior (dependent variable) by applying the SPSS process macro. The results demonstrated that family motivation has a significantly positive direct effect on organizational citizenship behavior ( $\beta = 0.090$ ,  $t = 2.167$ ,  $p < 0.05$ ), in line with our anticipation for hypothesis 7. Moreover, the association between family

motivation and intrinsic motivation was positive and significant ( $\beta = 0.472$ ,  $t = 7.796$ ,  $p < 0.001$ ), consistent with hypothesis 8.

**Table 5. Regression results for simple mediation**

Total Effect Model						
Predictor		Outcome = M(Organizational citizenship behavior)				
		B	SE	t	p	
X(Family Motivation)		0.386	0.054	7.108	0.000	
Constant		2.025	0.231	8.770	0.000	
Direct Effect Model						
Predictor		Outcome = M(Intrinsic Motivation)				
		B	SE	t	p	
X(Family Motivation)		0.472	0.061	7.796	0.000	
Constant		1.879	0.258	7.291	0.000	
Direct Effect Model						
Predictor		Outcome = M(Organizational citizenship behavior)				
		B	SE	t	p	
M(Intrinsic Motivation)		0.626	0.031	19.886	0.000	
X(Family Motivation)		0.090	0.042	2.167	0.031	
Constant		0.849	0.176	4.833	0.000	
	Value	SE	LL 95% CI	UL 95% CI	z	p
Indirect effect and significance using the normal distribution						
Sobel	0.295	0.041	0.205	0.386	7.251	0.000
	M	SE	LL 95% CI	UL 95% CI		
Bootstrap results for the indirect effect						
Effect	0.295	0.045	0.205	0.386		

Note: n = 418.  $\beta$  = Unstandardized Regression Coefficient; SE = Standard Error; Bootstrap Sample Size = 5000; LL = Lower Limit; CI = Confidence Interval; UL = Upper Limit

Further, supporting hypothesis 3, intrinsic motivation was positively and significantly related to organizational citizenship behavior ( $\beta = 0.626$ ,  $t = 19.886$ ,  $p < 0.001$ ). Table 4 illustrates the results of a simple mediation model offering support to the indirect impact of family motivation on organizational citizenship behavior. Sobel test (Sobel, 1982), which verifies if the effect of the independent variable on the dependent variable is explained through the mediator or not, was also deployed to investigate the results of the mediation model. Normal theory tests (with an assumption about the normality of distribution) show the positive and significant indirect effect (0.295) with Sobel  $z = 7.251$ ,  $p < 0.001$ . The bootstrapping (without assuming the normality of distribution) verifies the Sobel test outcome with a similar indirect effect (0.295) (see Table 4), as there wasn't zero between the 95% bootstrap confidence interval (0.205, 0.386). Hence, Hypothesis 9 is supported.

## V. DISCUSSION OF RESULTS

The fundamental motive of the current research was to examine the effect of employee autonomy and family motivation on employees' voluntary roles and to offer a profound apprehension of the key mechanism behind the relationship between employee autonomy and OCB, and family motivation and organizational citizenship behavior. We were initially examining the mediating role of intrinsic motivation on the association of employee autonomy and OCB. Moreover, we investigated whether the fairness perception could influence the direct association between employee autonomy and OCB. Lastly, we examined the indirect effect of family motivation on organizational citizenship behavior through intrinsic motivation. Our findings support the hypothesized theoretical framework. In the following text, we have discussed the nine significant results of the present study.

Supporting hypothesis 1, our findings demonstrate the positive association between employee autonomy and organizational citizenship behavior. When provisioned with autonomy, employees tend to have an uplifted

psychological state, and they feel the urge and liability to perform the tasks efficiently (Runhaar et al., 2013). Employees more willingly make decisions, are open to expressing their personal opinions and getting feedback from others, learn and gain new knowledge and engage with their fellow employees (Andrews, 2019); that employee autonomy will lead to positive behavior in an organization and create a sense of obligation within the employees which establishes an increased organizational citizenship behavior among the employees.

Congruent to hypothesis 2, results demonstrated that employee motivation increases intrinsic motivation by fulfilling employees' internal need for autonomy and competence. Job autonomy is more strongly associated with organizational commitment and mental well-being in more quality-competitive businesses (Park and Searcy, 2012). When ethical leaders help subordinates build the abilities and skills they need to do their jobs and direct their efforts, their followers sense more self-efficacy and competence, demonstrating their increased intrinsic motivation (Zhu et al., 2004).

In line with hypothesis 3, results revealed that employees with higher intrinsic motivation are more inclined to participate in organizational citizenship behavior. According to Ryan and Deci (2000), employees who are intrinsically motivated by pleasure and curiosity are expected to perform harder at their duties, have slighter exhaustion, emotional depletion, and are happy to go beyond formal job requirements. As a result, employees with higher intrinsic motivation reported higher organizational citizenship behavior.

Favoring hypothesis 4, findings support the role of intrinsic motivation in describing the relationship between employee autonomy and organizational citizenship behavior. Employee autonomy provides individuals independence and liberty for selecting the way to perform; this stimulates a positive effect on the emotional state that can enlarge the desire and satisfaction integral in the performance that employees perform for him (i.e., intrinsic motivation). Employees are enthusiastic about achieving a level of attainment sense that they have extra accountabilities regarding their organizations rather than the official job roles/tasks (Rioux and Penner, 2001). Employees who are internally motivated exhibit extra-role activities and work to better the organization they are associated with.

Consistent with hypothesis 5, results showed that employees with more fairness perception exhibit organizational citizenship behavior. If the employees are screened through a fair and just system at the workplace for the payment and performance appraisals, they are highly motivated as there exists no doubt about the favoritism in the organization. Therefore, they wholeheartedly work for the organization's increased effectiveness to increase its productivity and value by going the extra mile to benefit the organization.

Moreover, the current study supports hypothesis 6, which validates the extent to which the direct relationship between employee autonomy and OCB depends on the impact of employees' fairness perception. Employees usually consider their organizational citizenship behavior as their input. If an employee believes that they are receiving fair treatment, but they find any disparity between their contribution and rewards concerning their peers or colleagues, they will change their voluntary behavior to minimize the inequity (Karriker & Williams, 2009). They find it safer to limit their organizational citizenship behavior since it is beyond their job description. Hence, fairness perception weakens the positive influence of employee autonomy on organizational citizenship behavior.

Supporting Hypothesis 7, results disclosed that employees with increased family motivation are willing to participate in organizational citizenship behavior. Employees who are equipped with family motivation feel a desire to work hard for their families. This is because employee senses an enthusiastic and robust relationship with their legates. This increases their inclination to job for a longer time period and with efficiency for the benefit of the organization (Grant, 2007). When employees feel motivated by their families, they are more motivated, generous, cooperative with their fellow subordinates at work and with the organizational management, and indulge more in extra-role behaviors.

Consistent with hypothesis 8, results indicated the positive influence of family motivation on intrinsic motivation. When family motivation increases, the individual worth the activity more, the work is linked with the family's well-being, which teaches determination to work extensive and tougher (Duckworth et al., 2007). Thus, it results in greater work commitment (Erum et al., 2021). Supportive family advantages employees accomplish aims and objectives in life (Russo et al., 2016), leading employees towards intrinsic motivation.

Lastly, findings support the positive impact of family motivation on organizational citizenship behavior through intrinsic motivation, supporting hypothesis 9. Family motivation is correlated to intrinsic motivation as employees feel satisfied in helping their families, and the satisfaction increases when the family is being provided a good lifestyle.

When employees thrive to provide a livelihood for their families, it can act as an adequate basis that pushes the execution by promoting the effort essential to perform work-related activities (Lino, 2014).

## **VI. THEORETICAL CONTRIBUTIONS**

The present study contributes extensively to the literature. Firstly, the existing literature on OCB has primarily concentrated on antecedents and dimensions of OCB (Podsakoff et al., 2000). Few studies have explored employee autonomy, family motivation, intrinsic motivation, and fairness perception as interpreters of OCB. The present study has explored the relationship between these study variables to fill this gap. Moreover, the present research is the first to investigate the negative moderating role of fairness perception on the Relationship between Organizational Citizenship Behavior and employee autonomy. The equity theory proposes that employees compare the input/output ratio and compare the input/output ratio with their colleagues (Adams, 1963). The present research contributes to the literature relating to equity theory. The study enlarges the limits of research on OCB and offers a compound theoretical framework to understand how fairness perception can influence OCB. Previously, the organizational structure factors have not been explored in the relationship with OCB (Lee et al., 2013), so present research fills this gap by exploring this association. Furthermore, the present study benefits from understanding how employee autonomy and family motivation enhance employees' intrinsic motivation and satisfy them to perform extra-role activities. Previous research focused on the negative aspects of the family-work relationship, such as work-life conflicts (Greenhaus & Beutell, 1985). Very few studies include the positive factors of work-family relationships. To fill this gap, the present research provides the effect of family motivation on intrinsic motivation: how the family of an employee creates determination and its effect on the employee's performance; the process through which family motivation influences OCB. Depicting the research findings, it can be concluded that a high perception of fairness among employees diminishes the positive impact of employee autonomy on the OCB. This shows that regardless of the strong positive relationship between employee autonomy and OCB, the positive link between employee autonomy and OCB weakens when individuals have a high perception of fairness. This finding contributes to the literature on fairness perception. Also, the present study explores how family motivation contributes to internal motivation and OCB.

## **VII. PRACTICAL IMPLICATIONS**

When addressing the current study's practical ramifications, it is significant to consider that the data originates from OCBs' self-ratings and perceptual measures. Because of this methodological approach, the participants would have been highly subjective. Supplementary credible metrics of OCBs (e.g., supervisor assessments of OCBs) can be added in future studies. According to this study, when companies give their employees more job autonomy, they are more likely to engage in OCB, and the companies perform better in terms of labor efficiency, quality, and customer loyalty. When it comes to structure and supervision, employees with low intrinsic motivation may require additional structure, supervisory intervention, and external regulation to function well. Our findings demonstrate that a positive link exists between intrinsic motivation and OCB. As Herzberg advocated, managers who want to improve their employees' discretionary behavior (OCB) must consider intrinsic and extrinsic motivation. Previous examinations primarily emphasized the negative aspects of family-work relationships, such as work-life conflicts resulting in unfavorable organizational effectiveness. Researchers, on the contrary, are less focused on the positive aspects of such a relationship, such as family motivation of employees to work. As a result, these favorable elements should be considered by organizations. Employees regard their organizational citizenship behavior as an input when calculating the equity ratio, and as a result, the disparity may cause them to change their discretionary actions. OCB is also likely to improve or deteriorate based on employee perceptions of equity. To tackle this issue, the organizations can reward them for OCB to lower the negative impact of fairness perception on OCB. Furthermore, leaders should focus more on increasing subordinates' intrinsic motivation, as this type of motivation promotes positive job outcomes. Employees can choose a motivational orientation based on their level of need and act in their workplaces accordingly.

## **VIII. LIMITATIONS AND FUTURE DIRECTIONS**

A few limitations prevalent in our study can be considered to carry out future research and can be addressed therein. First, the direct impact of job autonomy on organizational citizenship behavior with a curbing effect of employee fairness perception and the mediating effect of employee motivation was examined through a cross-sectional study design. The experimental and longitudinal methods can be implemented to test the causality of the variables under consideration in future research. Second, Pakistan was chosen as the study setting, which is an Eastern setting. There can be defiance regarding the generalizability of the results derived from the study as there is a distinction in the working context between the North American and European countries considered to be developed nations (Abid et al., 2018). Future research can be conducted on our study variables in the developed countries, conforming to the differences in both the national and the organizational cultures. Third, age, formal education, work experience, and gender (Paterson

et al., 2014). Other variables of financial background, marital status, and managerial levels were not examined (Jiang, 2017). Future researchers can benefit from this opportunity and investigate these demographic variables. They can see their impact and the relationship they create with the current study research variables. Forth, the study respondents were from the educational sector belonging to a metropolitan city of Pakistan. So, our results cannot be said to represent Pakistan's various industries and working sectors. Future research can be conducted on different other industries to generalize the results. Fifth, the study conducted superintends the reciprocal effect of the variables under study (Spreitzer et al., 2005). Future research can study the reciprocal effect of organizational citizenship behavior on job autonomy as well as employee motivation and employee perceived fairness. Sixth, small sample size was used to examine the study model. Future researchers can examine the model by researching a large sample size. Seventh, the information on the study variables of job autonomy, employee perceived fairness, employee motivation, and organizational citizenship behavior was collected from the on-job teachers. There is a possibility that there may be biased evaluations by some respondents (Yuan & Woodman, 2010). Future studies can contemplate the peer ratings and the objective measures (Abid & Butt, 2017). Eight, the data for the job autonomy, employee perceived fairness, employee motivation and organizational citizenship behavior were collected at a single time. Future research can consider collecting data for the mediators and predictors at different times to eradicate the possibility of biased opinions (Ployhart & Vandenberg, 2010).

## IX. CONCLUSION

Present research makes several contributions to organizational behavior by demonstrating an integrated theoretical framework, which investigates the impact of employee autonomy and family motivation on OCB through the mediating influence of intrinsic motivation and moderating effects of fairness perception on the association between employee autonomy and OCB. The hypothesized mediation and moderation model proposes employee autonomy and family motivation as drivers of organizational citizenship behavior. Intrinsic motivation plays a linking mechanism that influences the association between employee autonomy and OCB and the relationship between family motivation and OCB. The linkage between employee autonomy and OCB is moderated by fairness perception. This research contributes to the organizational citizenship literature by focusing on the direct and indirect procedures that impact the relationship between employee autonomy and organizational citizenship behavior and family motivation and organizational citizenship behavior. We expect that future research will better guide managers on how to promote OCB among employees.

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