Family Motivation, Ethical Leadership and Family-Supportive Supervisor Behaviours: A Review of Integrated Literature

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ABSTRACT

The researchers wanted to identify if there is any link between ethics in leadership and family motivation as well as family-supportive supervisor behaviours and family motivation. The specific objectives of the study were (1) to examine effects of family motivation on job performance, (2) to analyse effects of ethical leadership on family motivation and (3) to analyse effects of family-supportive supervisor behaviour on family motivation. A narrative approach was used to answer the research objectives in the study. Research findings reflected that family motivation is linked to the performance of workers. Employees who have families that they are looking after are more motivated to expand their effort at work than employees who do not have families to look after. Findings also reflected that ethical leadership is an important concept in ensuring a family motivated worker. As such, ethical leadership have a direct impact on family motivation. Finally, the study revealed that family-supportive supervisor behavior has an effect on family motivation. Family-supportive supervisor behaviour ensures effectiveness and success of an organisation. Based on these findings, the researchers concluded that employers must take advantage of the family motivation model to ensure the success of their corporations. Employers need to recognize the importance of employees' families, and should channel resources that motivates their workers of fulfilling their dreams of looking after their families. Employers are encouraged to be ethically motivated to ensure they fulfill the family motivation. Finally, leaders, by nature are encouraged to adopt the family-supportive supervisor mode in their day-to-day duties. This will help to balance the work-family challenges.

KEYWORDS: Family Motivation, Ethical Leadership, Family-Supportive Supervisor Behaviour and Job Performance

1. INTRODUCTION

Several organizational scholars have paid much of their attention on prosocial motivational behaviors (Grant, 2007), for instance family motivation. It has been agreed that family motivation is contributing towards the organizational goals as workers will be expending their efforts on behalf of their families (Grant, 2008). It is these families that ensure that workers report for work and ensure good job performance. Though various studies have touched on different aspects of family motivation, the literature revealed that there is a link between family motivation, ethics in leadership and family-supportive supervisor behaviors (FSSB), with ethical leadership likely to be mediating. However, it appears there is knowledge gap on the relationship between family motivation and ethical leadership as well as ethical leadership and FSSB.

Family motivation has been identified as the major source of success for many organizations. As shown in various study, workers are motivated to meet the organization's goals because they have that desire to look after their families. As such, a balanced work-family environment must be created in order fulfill their dreams. The family-supportive supervisor behavior model then comes in. To bring to light the connection between ethical leadership and FSSB, this study investigates the effects of family-supportive supervisor behavior on family motivation.

Several scholars such as Trevino (2006) have argued that ethical leadership is now important because of its outcomes. Workers emulate the behaviours of the leaders as they believe their leaders to be credible and these leaders are also considered to be conveyors of ethical standards at the workplace. The researchers strongly agree with this notion, but this study was focused on the effects of ethical leadership on family motivation. An ethically motivated leader should also be family motivated. Employees learn from their behaviors and at the same time, the researchers strongly believe the leader must ensure an environment that allows family motivation. To this end, there has to be a direct effect of ethical leadership on family motivation. This study therefore makes a significant contribution by highlighting the effects of ethical leadership and family motivation.

2. Literature Review and Theoretical Framework

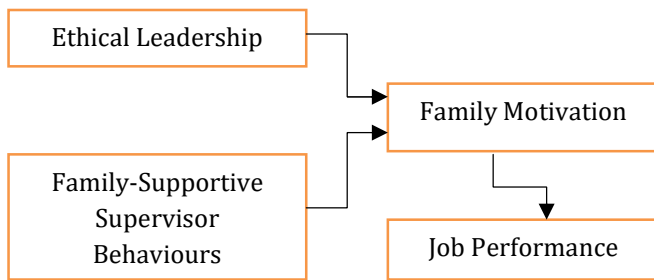### 2.1 Proposed Research Model

Figure 1: A proposed model of Family Motivation to Ensure Good Job Performance

Ethical leadership and family-supportive supervisor behaviours are considered as critical components towards family motivation. With ethical leadership, an ethically responsible leader should be family motivated because employees learn from the behaviours of their leaders. An ethically responsible leader should also create a work environment that motivates employees to look after their families. As for family-supportive supervisor behaviours, a work-family environment needs to be created to ensure family motivation. These two critical components will lead to family motivation and studies have revealed that a family motivated employee is highly productive and is able to meet the objectives of the organisation.

2.2 Social Exchange Theory

This study is guided by the social exchange theory that concentrate on the association between interchanges that occur between two different parties, resource wise (Blau, 1964). What it implies is that the onus relies on an individual who receives a benefit from another in order to return the same. Studies have shown that the Social Exchange Theory and the norm of reciprocity as expounded by Blau (1964) and Gouldner (1960) are the foundations which are used in explaining the negative behaviours by employees. Blau (1964) argues that relationships in social exchange imply some reciprocal exchanges of resources, for example money, care or services between two parties. Foa and Foa (1980) explain that these exchange relationships are interdependent and can lead to future obligations. In social exchange theory, that norm of reciprocity exists which suggest that one party can exchange a relationship that reciprocate positively with another party. As highlighted by Blau (1960) reciprocation lead to social exchanges that are characterised by aspects which are positive like trust and commitment. Taking into consideration the fact that family-supportive supervisor behaviours to be the basis for reciprocity between a leader, acting on behalf of the company and the worker, the researchers strongly believe that the leader must have ethics.

2.3 Family Motivation

Recently, some organizational scholars have paid much of their attention on prosocial motivational (Grant, 2007) with the desire of expending effort on the benefits of other people (Grant, 2008). Meglino and Korsgaard (2004) have also shown that studies on prosocial motivation build upon a tradition of examining the concerns of other people as a driver of motivation. This supported by scholars such as Grant (2007) and McNeely and Meglino (1994) who have argued that if employees are motivated, then they are bound

to be focused in assisting organisation. What it shows is that family motivation is regarded as a motivator of workers towards their work. It enables workers to work hard and ensure that they meet the organization's goals.

Family motivation can thus be taken as the need work in order to benefit a family. As such, family motivation becomes a form of prosocial motivation that is aimed at specifically benefiting the family. As highlighted by Burnstein, Crandall and Kitayama (1994), this model becomes relevant if the employee has a family to look after at home. A family in this regard implies the spouse, children and some other relatives like grandmothers, aunts, etc. Edward and Rothband (2000) argues this group of relatives may include people that are biologically tied because of marriages, adoption or social customs. As such, with family motivation, the worker will be working hard to ensure these family member's benefit.

Several scholars such as Brief at al. (1997) and Wrzesniewski et al. (1997) have argued that supporting a family is the fundamental reason why many people chose to go to work. In a study that was carried out by Pratt (2000), it was discovered that when employees were asked to share their dreams, about 86% indicated that they wanted to be good family members. In their study, Greenhaus and Powell (2006) suggested working to support the family is a way in which an employee can psychologically integrate his or her family into work. Rosso et al., (2010) suggests that the family is the source of motivation. What it shows is that scholars are in agreement with the assertion that a family needs to be supported, a family is a source of motivation for workers at the workplace.

Some scholars have noted a difference between family motivation and some forms of traditional prosocial motivation. Generally, family motivation is focused on the beneficiaries who are not at the workplace. These are the relatives of the employee who are not affected directly by the workers' performance, service and products. Instead, they are affected by the employment itself or its affordances. As shown by Grant (2007), prosocial motivation is aimed at the workers and the customers of the organisation. In some studies, family motivation has been realized to be even stronger even when the employees are not being positively rewarded at the workplace. Whereas some other types of prosocial motivation are dependent on the job or the corporation (Grant, 2007), it has been reflected in some studies that family motivation has to be consistent as workers may be forced to move with their families from organisation to another. Family motivation can be more intense unlike some other general forms of prosocial motivations. To this end, it can be noted that family motivation is a special case.

In his study, Schwartz et al. (2012) observes that family caring is ranked as the most important priority in life. That workers are devoted to family members makes priorities that relate to the fact that family motivation influences, ensures recognition, and the world at peace among employees (Schwartz, 2015). Grant (2007) also observes that if employees have enough motivation to work for their families, especially if they are in deep relationship with their beneficiaries, they are likely to have that willingness to work hard and to work for long hours.

To this end, there are many more reasons why family motivation is considered as a source of effort for work by employees. Burnstein at al. (1994) state that workers care about helping their families, as compared to any other group of beneficiaries. Scholars such as Korchmaros and Kenny (2001) have reflected kinship to be a powerful driver of emotional closeness. This is supported by fellow researchers such as Grant et al. (2007) when they highlight that this in turn influence employees to expend effort on behalf of their beneficiaries. Another reason identified for family motivation to be a source of effort for employees is that these workers may have a substantive history with their families, and the relationship is likely to extend in future. Grant (2007) observes that family members live together, thus motivating the workers on job performance in assisting their spouses and children, than in any other case.

It has also been noted that if families are benefiting, the nature of the family motivation should be relevant as workers are directly related to their work. Grant (2012) argues that the awareness of this impact is the driving force behind the desire of expending effort in order to benefit other family members. Employees also have a feeling of supporting their families (Morrison & Phelps, 1999) and that feeling of personal responsibility motivate their efforts when they are working.

To this end, following the theoretical model that was proposed by Grant (2007), it was established that the desire to support a family is more intense than any other type of prosocial motivation. The results of motivation are strengthened by the commitment between the workers and their families. As such, family motivation is expected to have greater influence over the employees' effort at work, attention and persistence. (Mitchell & Daniels, 2003).

Family motivation may also be regulated by the extrinsic motivation automatically. A theory of self-determination by Gagne and Deci (2005) has reflected that whereas this extrinsic motivation involves working for obtaining rewards or to avoid punishments, the family motivation might involve commitment as an attached core value or to integrate this into the system. As such, family motivation share some similarities orientation of job towards employment that includes viewing it as the means to other ends (Wrzenieski et al., 1997), thus it supports one's family, leisure time and lifestyle.

What it shows is that family motivation is important towards work identity. Family motivation is also a driver of job performance. As noted by Motowildo (2003), job performance affects the employee's contribution towards the organizational goals. When workers meet the objectives of the organisation, they are fulfilling their self-concepts as family members. This is supported by Rothband and Edwards (2003) when they argue that when workers fulfill their roles as breadwinners, they are likely to work hard than anyone else. Krapf, Ursprung and Zimmermann (2014) have also observed that women and men with children are more productive than employees who do not have children. As such, family motivation drives employees in attaining higher performance at work.

2.4 Ethical Leadership
Ethical leadership is important as shown by the outcomes it has influenced (Brown & Trevino, 2006). To begin with,

workers emulate the behaviours of their leaders as these are viewed to be credible. Leaders have also been considered to be conveyors of ethical standards within the workplace. These ethical standards are used to hold employees to be accountable for their behaviors. Brown and Trevino (2006) and Brown, Trevino and Harrison (2005) have also emphasized that ethics ensures discipline among employees without first-hand experience. Brown and Trevino (2006) have also proposed that an ethical leader through modelling can influence ethics related conduct among workers.

Several studies have been conducted on the perceptions of effective leadership and leader integrity (Den Hartgog et al., 1999; Posner & Schmidt, 1992; Kouzes & Posner, 1993). In some studies, transformational leadership has been linked to integrity and honesty. As such, an ethical leader can be described by these two traits; honest and integrity. Howell and Avolio (1992) have however, concluded that honesty to be a trait which distinguishes unethical and ethical charismatic leaders. A study by Trevino, Hartman and Brown (2000) has concluded that the trait integrity may only contribute to a single factor in ethical leadership. Ethical leadership may also requires a moral leader to meet behaviors not emerging from personal attributes.

From this discussion, it can be noted that leaders are in positions that are relative to the workers and that allow them to ensure justice because they have the authority to control employees, company resources and the organizational objectives. Tyler (1986) posit that support that is offered to employees by leaders is based on fairness. To this end, leaders need to be supportive to their followers, they have to ensure justice in their authority and that resources are supportive to the employee's needs are delivered.

Bies and Moag (1986) have described fairness and treatment of employees with dignity and respect as important in ethical leadership. Workers will only be agreeable to the perception that the workplace is safe based on the belief that the leaders are making decisions that are fair. There is improved satisfaction and performance among employees if the leader is perceived to be fair in his or her interactions.

Trevino et al. (2003) observed that perceptions about ethical leaders are formed around the behaviors of the leader. Some of these behaviors are fair treatment of workers and that concern for other people, for instance the employee family. Avolio (1999) also shows decision making in principle to be part of ethical leadership. Use of rewards and punishment can be used to enforce accountability, but recent studies have identified family motivation as an intrinsic motivator towards one's performance at work. As shown by Brown and Trevino (2006), an ethical leader can influence ethics related conduct among workers. Employees should be good decision-makers, ensure prosocial behaviors and counterproductive behaviors through good ethical leadership. However, this study is mainly concerned with prosocial motivation, that can also be enhanced by ethical leadership. The researchers propose that without good ethical leadership, prosocial motivation, such as family motivation is also affected. To this end, ethical leaders should also have family supervisory supportive behaviors. Scholars are yet to decide on how ethical leadership and family-supportive supervisor behaviors are related. But the researchers contend that the two are interlinked, if the

leader is not ethically motivated, he is likely not to have family-supportive supervisor behaviors.

2.5 Family-Supportive Supervisor Behaviors

Over the last decades, mixing work challenges and the family challenges have become an issue of concern. As shown by Bagger and Li (2014), there are now many workers with family responsibilities than ever because of the widespread availability of the facilities that care for children and the rise of women in labor participation. In response to the various challenges that are faced between work and family balance, and also avoid the negative effects of mixing work and family responsibilities that are faced by employees, several studies have advocated for employers to ensure a supportive culture (Kossek et al., 2011). Straub (2012) has agreed with the notion that supervisors are influential to facilitate a work-family that is balanced. Studies on family-supportive supervisor behaviors have shown behaviors that ensure resources to employees and flexibility of coping with responsibilities both at work and at home (Matthews et al., 2014). These include to provide workers with some emotional and cognitive support. As role models, Hammer et al., (2009) proposes that supervisors should come up with some creative solutions over these work-family challenges.

Some scholars have also exhibited that employees who are benefitting from the family-supportive supervisor behaviors respond positively by showing good behaviors whilst at work (Straub, 2012). Las Heras et al., (2017) are also in agreement when they state that workers that benefit from this model perform well at the workplace. As such, family-supportive supervisor behaviors are associated positively with the workers' performance. The employee's family performance, described by Chen et al., (2013) as ensuring obligations or expectations of the organisation that are associated with participation within the family as a breadwinner, may constitute employee work outcomes.

Some studies (e, g., Grant & Bolino, 2016) have suggested that prosocial motivation implies a dedication to others which depletes from one's limited resources and energy. As such, drawing on this line of reasoning, it can be noted that employees that have a high level of prosocial motivation that may deplete their resources gained through family performance. These employees will be showing concern for others rather than to focus on their tasks at work. Bergeron (2007) observes that employees that have low prosocial motivation may use resources that have been gained through the performance of the family.

The examination of the family-supportive supervisor behavior provides a clear analysis on the impact of ethical leadership on the outcomes of both the organization and the employee. Job performance is one of the best criteria for ensuring the effectiveness and the success of an organization. Employees can only perform if they have the support from their supervisors. Family-supportive supervisor behaviors become relevant in that they ensure the performance of employees. But without good ethical leadership skills, the researchers contend that the supervisor cannot implement supportive behaviors that ensure family motivation to enhance good performance at work.

3. Methodology

The aim of this study was to review family motivation, ethical leadership and family-supportive supervisor behaviors as mechanisms for ensuring job performance. The study used a narrative approach to review the literature. The following are the questions which the researcher sought to answer:

➢ What are the effects of family motivation on job performance?

➢ What are the effects of ethical leadership on family motivation and job performance?

➢ What are the effects of family-supportive supervisor behaviours and family motivation?

The narrative model used an approach systematic data processing that included these steps: (1) searching for literature and screening, (2) extraction of data and analysis and (3) writing the literature review. The researchers finally discussed the literature reviewed with a view to clearly answer the research questions identified above.

4. Discussion

4.1 The effects of family motivation on employee performance

Family motivation is the desire to work in an effort to benefit one's family. As highlighted by Burnstein, Crandall and Kitayama (1994), family motivation is useful when the worker has a family to look after at home. Research has reflected that employees are motivated to look after their peers, as such they are also motivated to go work.

The literature reviewed has shown that family motivation has a positive effect on the performance of workers. Literature clearly shows that the reason why people want to go work is because they want to support their families. It was also shown that workers who have families are more productive than workers who do not have families. From these findings, the researchers can authoritatively state that there is a relationship between family motivation and job performance. As highlighted by scholars such as Grant (2007) and McNeely and Meglino (1994) if workers are motivated, they will be focused on assisting their families. What it shows is family motivation is regarded as a motivator of workers towards their work. It enables workers to work hard and ensure that they meet the organisation's objectives.

The study has also reflected that several workers have agreed that supporting the family is the most fundamental reason why they are employed (Brief et al., 1997; Wrzesniewski et al., 1997). Several studies, for example Pratt (2000) have also indicated that employees have indicated that their main dream is to become good family members. What it shows is that several employees have a big dream to look after their families. That dream can only be fulfilled if they are employed. This is the dream that can force employees to positively contribute towards the objectives of an organisation. As such, it can noted that there is a close link between family motivation and good performance at work.

Some scholars such as Schwatz et al. (2012) also show an intense motivational arousal on employees because of the

deep connection between family motivation and the most fundamental values in the society. This is also an advantage that can be exhibited by family motivation as the researchers try to link it to job performance. Family caring has been ranked as the most priority in life by many employees. Employees are caring for their families, which explains why they get employed. This also explains why they try to make a positive contribution at work. However, this devotion to the family workers is described as a relationship to recognition and world at peace (Schwartz, 2015). What it shows is that workers can only ensure their families are taken care of, if they enjoy work recognition and some kind of peace at the work place. But all the same, a family motivated worker can perform better than an unmotivated family worker.

To this end, several scholars (Burnstein et al, 1994; Korchmaros & Kenny, 2001; Grant et al., 2007, Grant, 2012; Morrison & Phelps, 1999) have all agreed that employees will take care of their families as compared to any other group of beneficiaries, family motivation influence employees to expend effort on behalf of their beneficiaries, family members live together thus it motivates workers to be more committed to help their families and that family motivation is powerful as employees are directly related to consequences of their work and their families. What it shows is that employees will expend much of their effort on behalf of their families. Employees are motivated to work harder in order to take care of their families. This clearly shows that employees who have families will work harder than employees who do not have families.

4.2 The effects of ethical leadership on family motivation and job performance

Several scholars have clearly indicated that there is some motivational arousal for job performance as the worker will be looking after his or her family. But would family motivation be operational in the absence of ethical leadership? Schwartz (2015) has argued that the workers are devoted to their family members in this brings up priorities which are related to influence, independence, recognition and world at peace; trying to show a relationship between a motivated worker and his independence, recognition and world at peace. Naturally, the motivated family worker should enjoy some independence, this worker also needs to be recognized at his workplace and work-environment should be peaceful. This can only be achieved if the leader has some ethics, which explains our proposal that, an ethical leader can be supportive to family motivation, which enhances good job performance as described in the previous section.

According to the literature reviewed, ethical leadership has some positive outcomes, just like in family motivation. Workers emulate the behaviours of a leader because these behaviours are perceived to be attractive and to be credible. Leaders are also regarded as ethical standards conveyors with the workplace. Some scholars such as Brown and Trevino (2006) have emphasized that the outcomes of employees are consistent with the social exchange theory. However, unlike family motivation, ethical leadership serve on rewards and discipline to ensure accountability of employees. But the good thing with ethical leadership as observed by the researchers is that it influences ethics related conduct among employees. Employees are in a position to make decisions on their own. Ethical leadership

also promotes prosocial behaviours such as family motivation as discussed in the previous section.

Honesty and integrity are some of the traits that have been identified on ethical leaders. Ethical leaders should be honest and should be people of high integrity if they are to gain maximum support from their followers. An ethical leader must be someone of high morals. This will create some form of independence among workers as described above. It will also ensure workers are recognized; a need explained in family motivation. Ethical leaders will ensure peaceful work environment and this will clearly motivate workers to look after their families, and return their services their services to the company. As such, it can be noted that ethical leadership is also directly linked to family motivation. This is clearly supported by Tyler (1986) when he states that the support that is offered by leaders to employees must be based on fairness. Leaders generally are in positions that apportion them with justice because they have authority, control over resources and the direction of the organisation. Ethical leadership becomes an important element. If the workers are afforded the resources to support their families, they will do and feel motivated to meet the goals of the organisation. As such, leaders have to be supportive to the employees to ensure that they are supportive of their families.

Some scholars such as Bies and Moag (1986) have also emphasized fairness and treatment of workers with dignity and respect. This argument takes us back to the argument earlier highlighted by Schwartz (2015) argues that the workers are devoted to their family members and this brings priorities that are related to influence and a world at peace. A safe work-environment promote family motivation among workers. The environment can only be described as safe if employees are of the perception that leaders are making fair decisions. Employees must be satisfied with the decisions that are made by the leaders. They must feel that they are being treated with dignity and respect. This will create a family motivated employee, who will satisfy the goals of his or her employer.

Researchers such as Trevino et al. (2003) and Avolio (1999) have posited that perceptions around the leaders may be formed based on the behaviours of the leader. An unmotivated family leader may bring some unnecessary consequences to the workers. Some of the behaviours described by these authors also include principled decision making. Over the last decades, punishment and rewards have been used to enforce accountability, but recently family motivation has been identified as an intrinsic motivator towards one's performance at work. To this end, the researchers argue that without good ethical leadership, prosocial motivation such as family motivation may be affected.

4.3 The effects of family-supportive supervisor behavior on family motivation

It has been observed that an ethical leader is one who is admired by his followers. An ethical leader basically leads by example and this should induce some ethics related behaviours among employees. This, it has been argued promotes a family motivated worker. Now the last question is about how family-supportive supervisor behaviour is related to family motivation. As highlighted earlier on, without good ethical leadership, prosocial motivation such

as family motivation are also affected. The present study argues that these ethical leaders discussed above should have family supportive behaviours. Simply put, if the leader is not ethically motivated, he is likely not to have family-supportive behaviours. These family-supportive supervisor behaviours can insist on family supervision, which enhances good job performance.

Literature reviewed reflected that work challenges and family challenges have become an issue of concern. Balancing work issues and family issues has become a topical issue, as it avoids negative effects of juggling home and work responsibilities that are faced by workers (Kossek et al., 2011; Straub, 2012). Employers must ensure a supportive culture. It has also been agreed that supervisors are influential in facilitating a work-family balanced environment. Supervisors, as the leaders, must therefore receive resources that assist them to look after their families. Supervisors should also show flexibility of coping responsibilities for workers both at home and at the workplace. Supervisors should also be role models for their followers and must ensure support to the employees through emotional and cognitive support (Matthews et al., 2014). This takes us back to issue of ethical leadership. It was strongly emphasized that ethical leaders must be role models. Ethical leaders must be supportive to their followers. This then shows a strong link between ethical leadership and a family-supportive supervisor behavior.

Combined together, ethical leadership and family-supportive supervisor behaviours can strengthen family motivation. As noted in the literature review, some employees who have benefitted from ethical leadership and family-supportive behaviours have responded positively by showing good attitudes and behaviours whilst at work (Straub, 2012; Las Heras et al., 2017). What it shows is that these employees are able to fulfill the objectives of the company. Simply put, an employee's performance is associated with participation within the family. Employees who are enjoying these family-supportive supervisor behaviours are dedicated to their work.

5. Conclusion

Based on the discussion above, it can be concluded that:

➤ Family motivation has an effect on job performance. Employees who have families that they are looking after are more motivated to expend their effort at work than employees who do not have families. To this end, family motivation becomes relevant in ensuring good performance at the workplace.

➤ Ethical leadership is an important concept in ensuring a family motivated worker. The worker needs to be recognized, should have his or her independence and must work in an environment that is safe, which can only be enforced if the leader has some ethics. As such, ethical leadership have a direct effect on family motivation.

➤ Family supportive supervisor behaviour has an effect on family motivation. Family-supportive supervisor behaviour ensures effectiveness and success of an organisation. Family-supportive supervisor behaviours become relevant in that they ensure good job performance of employees.

6. Theoretical Contribution

The theoretical contribution of the present research is a follow:

➤ Using a narrative approach, the present study expanded the literature towards the link between family motivation, ethical leadership and family-supportive supervisor behaviors by empirically verifying their relationship.

➤ The present literature review will guide future research in formulating and implementing role model practices which in turn will positively influence prosocial motivational behaviors.

7. Recommendations

Based on the conclusions above, the researchers recommend that:

➤ Employers must make take advantage of the family motivation model to ensure the success of their corporations. Employers need to recognize the importance of employees' families, and should channel resources that motivates their workers on fulfilling their dreams of looking after their families. If the workers are satisfied with the level of their caring for the families, they will in turn perform better at work.

➤ Employers are encouraged to be ethically motivated to ensure they fulfill the family motivation identified above. Further researches also need to be carried out on how ethical leadership is related to family motivation. A serious gap has been identified by the researchers.

➤ Leaders, by nature are encouraged to adopt the family-supportive supervisor mode in their day-to-day duties. This will help to balance the work-family challenges. And eventually, family motivation is bound to be fulfilled. Further research studies also need to be carried on how ethical leadership is related to family-supportive supervisor behaviours.

8. Research Limitations and Prospects

This is a purely qualitative research study that is based on the review of related literature. As such, the weakness of this study is that research findings are only limited to studies that have been carried out by fellow researchers. However, these findings are reliable given the fact that the majority of the studies perused by the researchers have indicated that ethical leadership and family-supportive supervisor behaviours are connected to family motivation. The study research findings are relevant in today's industry, which is slightly moving towards the family motivation as a means of ensuring high productivity based on the performance of the employee.

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