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Exploring the Nexus Between Motivation Levels and Performance among Daily Wage Employees

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Abstract

This study examines the relationship between the level of motivation and work performance among employees on daily wages. The aim of the research is to determine how motivation influences the productivity of workers on daily wages and to identify the factors contributing to their motivation levels. The study employed a quantitative approach, utilizing a survey questionnaire to collect data from 150 employees on daily wages across various sectors of the economy. Data analysis was conducted using statistical tools such as regression analysis, correlation analysis, and descriptive statistics. The results revealed a significant positive correlation between motivation levels and work performance among employees on daily wages, indicating that higher levels of motivation lead to enhanced work performance. Furthermore, the study identified several factors influencing the motivation of daily wage workers, including job security, salary, working conditions, recognition, and job satisfaction. These findings hold important implications for both employers and policymakers. Employers should prioritize creating a conducive work environment that fosters motivation and job satisfaction among employees on daily wages, while policymakers should consider implementing policies aimed at promoting fair wages, job security, and improved working conditions for this segment of the workforce.

Keywords: Motivation, Work performance, Daily wages, Work environment, Pakistan.

1. Introduction

Employee motivation describes how committed an employee is to his job, how engaged he feels with the company's goals and how empowered he feels in his daily work. Job motivation can be extrinsic or intrinsic, meaning an employee's motivating factors can come from internal or external source (Baard *et al.*, 2004, Zaman *et al.*, 2016). Performances can be separated in organizational and employee performance. Employee performance is also known as job performance. However, it seems that job performance is mostly subjectively measured in organizations and it will appear that there are few alternative options (Rabby 2001, Qayyum *et al.*, 2019). According to Andrew (2004), intangible or psychological rewards like appreciation and recognition plays a vital role in motivating employee and increasing performance.

According to Rachmawati (2008), wages become the most important reason why people work among other reasons, such as for achievement, affiliation with others, develop themselves, or to actualize themselves. At least 90 percent of conflict between workers and employers due to wage issues, not others. It became evident that the wage is an important aspect. According to Sumarsono (2003) issues that could arise in the areas of wages is that employers and workers in general have a different understanding and interest on wages.

Motivation is important in the organization to boost morale among employees in order to achieve their goals. Motivated employees help the organization to become more success because motivated employees are consistently looking forward to improve their work performance (Ali & Ahmed, 2009, Qayyum et al., 2023). Motivation is something that moves the person to action and continues him the cause of action already initiated. Motivation has the role to develop and intensify the desire of every member of the organization to work effectively and efficiently in his position. Even though money occupies a major place in the mix of motivators, money alone cannot motivate employee well to work unless it is coupled with other non-monetary (Osterloch & Frey, 2002).

The quality of employees is the important influence on performance, thus the person with high motivation level will succeed. In higher education sector, job performance becomes the most important focus of administrators and academicians where the performance level will deteriorate if the level of motivation of employee drops (Salleh *et al.*, 2011). Organizations in this dynamic globalized world are continuously trying to develop and motivate their employees to help achieve enhanced performance with various Human Resource applications and practices. Reward management system is the highly used practice for the enterprises to achieve the desired goals (Güngör, 2011, Shah et al., 2024). A study conducted in Pakistan indicated that employee motivation has positive relationship with organizational performance All the different variables have the positive impact on employee's motivation. They contribute positively towards the employee's motivation (Shahzad & Aziz, 2014).

Another possible thing that could turn out unmotivated employees to highly motivated employees is by paying attention to the reward system as it is believe as tools that can increase the level of work performance among employees (Cohen *et al.*, 2013). Chaudhary and Sharma (2012) states that the employee motivation has direct effect on gainfulness and development. A highly motivated employee tries his or her best in carrying out each and every aspect of his or her duties and responsibilities. Improved job performances of the employee will increase the value to the organization itself and to the employee's productivity. In order to increase work effectiveness and performance, it is important to address a number of issues, including increasing motivation among employees, making them feel satisfied with their job and increasing their-job related well- being in general (Bogdanova & Naunivska, 2008, Jamil et al., 2024, Jamil et al., 2023).Performance of the employee is considered as what an employee does and what he doesn't do. Employee performance entails quality and quantity of output, presence at work, accommodative and supportive nature and timeliness of output.

According to the results of the study conducted by Shahzadi et al., (2014) on individual performance showed that performance of the individuals cannot be verified. Present study Level of Motivation and Performance among Employees Daily on Wages comes up with the aim to find out the level of motivation among employees who are working on daily wedges. The current study also helps in seeing the relationship between the motivational level and work performance among employees working on daily wedges. The present study aims to see the effect of motivation which intended to increase or decrease the employee performance and what are the positive outcomes which can be achieved by motivating the employees. It is assumed in the present study that high motivational level will increase the work performance of the employees working on daily wedges. It is also assumed that work motivation will positively influence the performance of a daily wedges employees.

The hypothesis of current study was expected to explore by collecting data from 100 male employees working on daily wages. The data would be collected by using instruments including Motivation at work scale and Job Performance Scale.

2. Methods

2.1. Sample

A sample of about 100 males were selected from the target population, the sampling was done using stratified random sampling method, in which the population are divided into groups (in this case, designation wise and experience wise) based on factors that may influence the effect of motivation. In stratified random sampling, the strata (groups) are formed based on members' shared attributes or characteristics.

2.2. Instrument

The Motivation at Work Scale (MAWS), developed by Chen and Chang (2003) based on self-determination theory, comprises 12 items measuring various work-related behavioral regulations along the motivation continuum. Subscales including External, Interjected, Identified, and Intrinsic motivation demonstrated good reliability with Cronbach alphas ranging from .75 to .91. Validity of the MAWS was assessed through correlations with antecedents and outcomes. Job Performance, measured using a scale modified from Dubinsky and Mattson (1979) by Singh, Verbeke, and Rhoads (1996), consists of 6 items scored on a Likert-type scale. The reliability of the Job Performance Scale, assessed via Cronbach's Alpha Coefficient and item-total correlations, demonstrated strong internal consistency. Validity, crucial for accuracy and bias-free measurement, ensures the instrument's capability to detect differences in performance accurately, thus providing reliable insights into workplace dynamics.

2.3. Procedure

The detailed questionnaires were distributed among 100 respondents in Haripur city of Pakistan. Before giving the questionnaire, the purpose of the study and questions was explained to the respondents so that they can easily fill the questionnaire with relevant responses. A total of 100 questionnaires were selected. The respondents were assured that the information will be remained confidential and will be only used for research purpose.

3. Results

The main purpose of the present study was to examine the level of motivation and performance among employees working on daily wages. In accumulation to this gender, motivation level and age related differences between these variables were also examined. Firstly, reliabilities of the study variables were assessed. Secondly, descriptive (means, and standard deviation) were computed. Pearson Correlation was used to assess the relationships between level of motivation among employee's performance working on daily wages on JPS=Job Performance Scale and MAWS=Motivation at Work Scale Checklist of employees.

Table 1

Cronbach's Alpha reliabilities of JPS, MAWS among daily wages employee. (N=100).

| Scale | No. of Items | M | SD | Cronbach's Alpha α |
|-------|--------------|-------|-------|---------------------------|
| JPS | 12 | 53.36 | 15.98 | .884 |
| MAWS | 6 | 18.45 | 6.86 | .887 |

Note. JPS= Job Performance Scale; MAWA= Motivation At Work Scale.

Table 1 shows the psychometric properties of JPS and MAWS. The alpha coefficient for JPS (Job Performance Scale) and MAWS (Motivation at Work Scale) is .884 and .887 respectively which indicates that these scales have good internal consistency.

Table 2

Relationship between Motivation and Job Performance in daily wages (N=100)

| S No | Scale | 1 | 2 | M | SD |
|------|-------|--------|--------|------|------|
| 1. | JPS | - | -.693* | 3.07 | 1.13 |
| 2. | MAWS | -.693* | - | 4.44 | 1.33 |

Note. JPS= Job Performance Scale; MAWA= Motivation at Work Scale. * $p > .05$ ***
* $p < .01$.

Table 2 shows relationship between motivation and job performance of employees working on daily wages. Results indicated that motivation is negatively correlated with work performance ($p < .01$). Employee motivation has negative relationship with employee performance ($p < .0$).

Table 3
Relationship between Motivation and Job Performance in daily wages (N=100)

| Variable | Unstandardized | | Standardized | | |
|----------------|----------------|-----------|--------------|----------|----------|
| | <i>B</i> | <i>SE</i> | β | <i>T</i> | <i>P</i> |
| (Constant) MWS | 5.707 | .289 | | 19.767 | .000 |
| | -.592 | .062 | -.693 | -9.512 | .000 |

Note: B = unstandardized regression coefficients, β = Standardized regression coefficient

Table IV show the results of regression analysis of job performance. The result indicated that job performance is affected by motivation. the predictor variable ($\beta = -.693$) has negative affect on outcome variable i.e., job performance. The value of β does not support the present study hypothesis that is “Highly level of work motivation positively impacts the employee performance.

4. Discussion

The main objective of the study was to find out the Level of motivation and performance among employees on daily wages. The findings of current study show that level of motivation are negatively correlated with job performance. In the first step the reliability of the scales was ensured, and the reliability analysis confirmed that all the scales used in the current study had significant internal consistency. The values of Chang and Chen and Dubinsky and Mattson for both scales indicate that data was normally distributed.

First Hypothesis, Level of motivation is positively correlate with work performance of employees working on daily wages. The relationship between the employer and employee must be one of understanding in order for the employee to identify himself with his work and with the business he is working for. Lack of motivation in return affects productivity. A number of symptoms may point to low morale: declining productivity, high employee turnover, increasing number of grievances, higher incidence of absenteeism and tardiness, increasing number of defective products, higher number of accidents or a higher level of waste materials and scrap (Rajhans, 2012). A motivated employee is a loyal employee and to be loyal implies that the employee supports the actions and objectives of the firm. The appearance of the job as a whole has, in fact a bearing on the willingness and quality of an employee’s performance, Rizwan et al., (2014), an individual will be moved to action based on the desire to avoid deprivation. However, this motivation does not provide positive satisfaction because it does not provide a sense of growth. (Quick, 2005, Jamil & Qayyum, 2023).

Second Hypotheses, Motivation has direct positive effect on employee performance. Michie, Oughton, & Bennion, (2002), identified that greater motivation will have a direct effect in improving productivity through greater effort and possibly innovation. They also stated that

motivation leads to a productive with high performance employee who does the best at work, saves time and effort and also volunteers to do more than what is required.

“If employees are motivated and happy they will do to the work to the best of their ability instead of just doing it because they have to” (Ryan, & Deci, 2000, Mazhar et al., 2024). Most researchers agreed that in order to motivate employees and get the desired outcome from them, we need leaderships, not managers. So, being a leader instead of a manager is more important for motivation (Yongsun, Barbara, and Christy, 2002).

Third hypothesis, highly level of work motivation positively impacts the employee performance. Ayn Rand (2001) have been very vocal against coercion. Successful coercion sometimes can take priority over other types of motivation. Self-coercion is rarely substantially negative (typically only negative in the sense that it avoids a positive, such as undergoing an expensive dinner or a period of relaxation), however it is interesting in that it illustrates how lower levels of motivation may be sometimes tweaked to satisfy higher ones. Robert (2005) reported that the manager job is to ensure the work done through employees is Possible, if the employees are self-motivated towards work rather directed. The manager’s involvement is so much important in the motivation of employees. The employees should motivate themselves to work hard. In his work, Akintoye (2000) emphasize that money remains the most important motivational strategy. As far back as 1911, Frederick Taylor and his scientific management associate described money as the most important factor in motivating the industrial workers to achieve greater productivity. Taylor viewed compensation and performance based pay as one of the major tools management had at its disposal to motivate employees and to increase their productivity and reduce turnover (Ferris et al., 2004).

4.1. Recommendation

Additional research should be carried out to gain a continuous view, insight and knowledge of what motivates employees to perform best on their job. Employee motivation evens after some 50years of research continue to be one of the problems and challenges facing organizations today. Furthermore, factors such as technological advances, globalization, retrenchments etc. leave employees with an uncertain future this is because most organizations today do not guarantee life employment’s for their employees as it was the case before. Therefore, there is the need for researchers to continue carrying out employee surveys so as to determine what motivates employees to go extra miles and thus put in 110% in their work. The outcomes of such surveys will help organizations be at par with changes in employee’s preferences. The outcome of this research shows that Growth rather than Deficient factors are valued more by today’s employees. Therefore, it would be interesting if further research with a much larger sample size could be undertaken to confirm either fully or partly the findings of this study.

4.2. Limitations

Due to the limitation of time, this research study has not very vast variety of respondents: First of all, this study was conducted on a relatively small sample including the Haripur city. Due to the small sample size there has been low external validity and due to which there is less generalization. Time was also very limited for this research study which may effect this study finding.

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