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“GRADUATE SCHOOL CONFERENCE 2022 iHappiness: ความสุขและคุณภาพชีวิตที่ดีอย่างยั่งยืนในยุคสังคมดิจิทัล”

Fundamental Concepts for Motivating Work in Educational Organizations

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Abstract

This article presents Fundamental concepts for motivating work in educational organizations give a feeling that motivation is a powerful energy that drives and excites employees, which results in their maximum contribution. Setting and achieving goals, clear expectations, recognition, feedback, as well as encouraging management all contribute to an increase in workplace motivation. It flourishes in a positive work environment, which is why so many leaders want to learn new ways to motivate their workforce. This article describes definition of motivation, the types of motivation, motivating work in educational organizations and collect relevant research to support concepts for motivating work in educational organizations.

Keywords: Fundamental concepts, motivating work, educational organizations

Introduction

Motivation is important within organizations because managers need to know how to motivate their staff, so that they work harder, enjoy work life more and in turn generate more profit for the company. It's important to know; how people are motivated, why people are motivated and also how the manager themselves are motivated, because if they aren't then it is very unlikely that the rest of the team will be. Although everyone is motivated differently, as they require different things to make them happy and content, there are a set of aspects which will normally work on most people. Work motivation is especially important to managers in organizations and Work motivation is a psychological process that influences how employees allocate effort to their work. It also influences the direction, intensity and persistence of these actions. It is very important that managers motivate their employees. In other words, work motivation is what energizes workers to the level of output required to fulfill a task, directs their energy towards be very useful tools to increase motivation from the employees, reduce employee turnover and help to maintain skilled and talented personnel. Interesting and challenging activities are often rewarding in themselves. Rewards tend to focus and narrow attention and work well only if they enhance the ability to do



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something intrinsically valuable. Extrinsic motivation is best when used to motivate employees to perform routine and repetitive activities but can be detrimental for creative endeavors. For Motivation and Job Performance (Beata Souders, (2020) there are several positive psychology interventions that can be used in the workplace to improve important outcomes, such as reduced job stress and increased motivation, work engagement, and job performance. Numerous empirical studies have been conducted in recent years to verify the effects of these interventions.

In the past, employees were considered just another input into the production of goods and services. What may change this way of thinking about employees was research, known to as the Hawthorne Studies, conducted by Elton Mayo from 1924 to 1932. This study found out that employees are not motivated only by money and employee behavior is linked to their attitudes. The Hawthorn Studies was the starting point of the Human Relations approach to management, whereby the needs and motivation of employees become the primary function off all functions managers perform. A motivated workforce is an important aspect of an organization’s successfulness and competitiveness therefore this issue is underlined on the minds of corporate leaders. However, in recent years an engaged workforce has become more challenging for three reasons. First, several changes such as globalization, information technology etc., have altered the employment relationship. Second, the reduction of the numbers of supervisors in the organizations in order to reduce their cost resulted a bigger number of employee supervision for each supervisor and the last can’t keep a watchful eye out of laggards. The third factor is that the new generation brought different expectations to the workplace than the past generations. Furthermore, when people join an organization, they bring with them certain needs that affect job performance. Some of these needs are psychological and others are bind to psychological and social values. The last are much more difficult to identify and satisfy and they vary from one person to another. This study begins with the definition of motivation and continues by analyzing the core motivation theories in organizational settings. (UKEssays., 2018)

Definition of Motivation

Cambridge dictionary (2022) states that motivation means enthusiasm for doing something: There is a lack of motivation among the staff. And the need or reason for doing something: What was the motivation for the attack?

Oxford learner’s dictionaries (2022) states that motivation means the reason why somebody does something or behaves in a particular way. Motivation is defined as the “psychological forces that determine the direction of a person’s level of effort and a person’s



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level of persistence in the face of obstacles” . Motivation is in essence what is considered to be what drive behaviors, action and importantly persistence.

Psychology dictionary (2022) states that motivation is the driving force behind the energy required to complete a task, a lack of motivation will give rise to a lack of driving power behind completing a certain task.

Motivation Definition (Organizational Behavior Study Guide, 2022) The reason or reasons to act in a particular way. It is what makes us do things and carry out tasks for the organization. However, motivation is often used as an excuse, a lack of motivation for not doing anything. This is why in an organization discipline needs to be used, to inspire the fact that motivation isn't always needed, but discipline to get the job done is.

In conclusion, Motivation is an umbrella term which can be used to describe a wide number of terms or ideals. One such is the ideal that motivation is the driving force which gives purpose or direction to human and animal behaviors which operate at a conscious and subconscious level, without those behaviors would simply not occur. Another definition for motivation explains that is a person's willingness to exert physical or mental effort in order to complete a goal or set aim.

So, Motivation is a force that makes people act, set goals, and achieve them. It is a psychophysiological process that controls human behavior, as well as sets its direction, actions, and constancy. Motivation is heavily influenced by culture, society, and lifestyle. Different cultures have their own motivation drivers. Education, social environment, and lifestyle affect it even more. You may not realize it, but the culture and values you were brought up with also determine your motivation. For instance, if you were born in a family that places high importance on giving to charity, you may be motivated to take on a role that helps others reach their own professional goals. On the other hand, if your social group contains many people that place a high priority on achieving professional success, you might strive to get a promotion because of your lifestyle and surroundings.

Types of Motivation

For every goal set out, there is a motivation that backs it up. It might not be well laid out enough to be understood by every goal-getter, but it is nevertheless there. Motivation is the fuel that drives the accomplishment of a goal and if it isn't there, achieving any goal becomes a difficult task. In this guide, you will learn about the different types of motivation that will serve as a bedrock for understanding how to complete your goal in different roles.

Valamis Group. (2022). identified two types of motivation: internal and external.

1. Intrinsic motivation is most easily defined as those things that motivate a person with the aim of being rewarded internally. This is any activity based on personal gratification



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or just for the fun of it without expecting external praise. There are so many activities that are done daily and are dictated by intrinsic motivation. It could be going to the gym, learning new skills, playing games or sports, or helping someone cross the road because it gives you pleasure or a sense of purpose. Anything at all that makes you feel good within yourself is fueled by intrinsic motivation. Intrinsic motivation examples; Peter is a young footballer who loves what he does but isn't good enough. Everybody trains for two hours a day at the stadium, but Peter takes an extra one hour after the training to do some more practice. He wants to be good at his passion, not for applause, but himself. This is a typical example of intrinsic motivation. In the end, he will get better because he is self-motivated to do so.

Intrinsic motivation (Indeed, Editorial Team. 2022) is when you are driven to accomplish a task because you find it personally rewarding. If you are intrinsically motivated to complete a task, you likely enjoy the process and accomplish it willingly. Many hobbies, like working puzzles, playing sports or watching movies, provide intrinsic motivation. Completing a task due to intrinsic motivation will usually leave you feeling personally satisfied. You may not have met any tangible goals or produced measurable results, but you feel the effort it took to complete the task was worthwhile.

2. Extrinsic motivation stands for all the things that serve as an external drive, which is classified into two categories: compensation and punishment. For compensation, it can be salary, bonuses, goods, money, and an appraisal. Punishment might include fines, blame, judgment, and many others. This side of extrinsic motivation is usually mistaken to be negative, but it has quite a lot of positivity. Extrinsic motivation is shown when an employee does his job well and gets fairly paid. At the same time, he comes to work on time because he knows if he comes late, he will lose money or even be fired. Also, he will be able to get a bonus from the supervisor if he achieves the goals set for him. Either way, extrinsic motivation comes from someone or something else outside of the person being motivated. Extrinsic motivation example; The sales department wasn't performing as expected. The department head decided to motivate them and promised to give a team bonus if they achieve the month's target goal. The monetary reward was inspiring. The team has reached the goal even earlier. This is the most common example of extrinsic motivation in the workplace.

Extrinsic motivation involves either the promise of a reward or a threat of punishment. Children typically study hard in school because they want to earn an award for high grades or avoid getting in trouble at home. In some cases, they might be equally motivated by both consequences. In the workplace, the rewards earned from completing extrinsically motivated tasks typically do not satisfy any of your personal needs. In fact, you'll likely need to sacrifice some of your own time, security or energy to reach an extrinsic goal. Extrinsic rewards usually involve money, acknowledgment or other types of compensation.



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Extrinsic consequences might involve monetary loss, discipline or wasted opportunities. Many employees are extrinsically motivated in the workplace by both their paychecks and career advancement.

Motivating work in educational organizations

The school is an institution where the individual learns respective goals within the context of life and social norms. The main subject that helps in achieving the objectives that the school is teaching staff of each school. Motivating employees in educational institutions is one of the important issues given the responsibilities that they have the knowledge and skills of students. Motivational factors constitute an inflammatory effect which affects successfully achieve service that offers teaching staff in general and psychological services in general. The large number of changes that occurred in the Albanian society (Akinfolarin Akinwale Victor and Ehinola Gabriel Babatunde, 2014) has influenced directly in processing educational and work of teachers, managers, administrators in educational psychologists. This article is intended to acquaint us with the basic concepts and theories of motivation and the main factors affecting the performance of their work. To obtain productivity in any work environment is very important motivation in work performance of employees in the school institution. Research related to motivation in educational organizations are as follows;

Akinfolarin Akinwale Victor and Ehinola Gabriel Babatunde (2014) study research on “Motivation and Effective Performance of Academic Staff in Higher Education (Case Study of Adekunle Ajasin University, Ondo State, Nigeria)”. This study investigated motivation and effective performance of academic staff in higher education. The research design was descriptive survey. The population comprises of all lecturers and heads of various departments in Adekunle Ajasin University, Akungba Akoko, Ondo State. Fifty (50) lecturers and ten (10) heads of department which was randomly selected for the study. Data was carefully collected through questionnaire measuring it item on a four (4) point likert-type-rating scale and properly analyzed using frequency count and simple percentage. The study revealed that encouragement for creativity and innovation, appreciation on genuine effort, award with impressive titles and acknowledge on achievement enhances the performance of university lecturers, also, 60% of the respondents agreed that there was lack of provision of regular payment of salary and other remuneration by the head to promote the performance. This study also revealed that provision of adequate chances for professional growth, instructional facilities arguments lecturer’s performance. The following recommendations were made; Universities managers and other tertiary institution should continue to provide adequate chances for professional growth and research development, availability of



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Institutional facilities, good relationship with academic staff and prompt payment of lecturers' salaries to further advance their performance among others.

Zulvia Trinova. (2015) study research on Improving Lecturers' Performance through Effective Learning at Department of Islamic Education at Faculty of Islamic Education and Teacher Training IAIN IB Padang. The aim of this study is to describe the work situation variables, achievement motivation on the performance of Islamic education (PAI) lecturer in creating effective learning in the Department of PAI. This study is a combination of quantitative and qualitative methods (mixed methods) obtained from observation, questionnaire, interviews, and documentation. The data were analyzed through statistics. Qualitative data were analyzed by using data reduction, categorization, and data verification and conclusions. The working atmosphere contributes 48.7% to the influence on the lecturer performance work and the motivation contributes 43.0% to the impact on the lecturer performance. Work situation and achievement motivation respectively affect the work performance of 58.3%. Learning approach used is expository approach, the inquiry, and emotional approach. It was also used PAKEM approach and an approach that is Andragogy. The learning method applied in this research is multi method in the form of active learning. PAI lecturers used printed media, discussion paper, and electronic media.

Nasrun et.al. (2019) study research on “The Effect of Dean Leadership, on the Performance of Lecturers Working in The Faculty of Education in Medan State University” The aims of this study are to determine: (1) the effect of the dean of the Faculty of Education's leadership on the work motivation of lecturers working in the Faculty of Education in Medan State University, (2) the effect of organizational culture on the work motivation of lecturers working in the Faculty of Education in Medan State University, (3) the effect of the dean of the Faculty of Education's leadership on the performance of lecturers working in the Faculty of Education in Medan State University, (4) the effect of organizational culture on the performance of lecturers working in the Faculty of Education in Medan State University, (5) the effect of work motivation on the performance of lecturers working in the Faculty of Education in Medan State University and publishing in international journals. This research is a quantitative study using a path analysis approach (path analysis) which began in the Academic Year 2018- 2019 and concluded December 2018.

Rosemarie S. Njotoprajitno et.al. (2020) study research on "The Effect of Motivation, Emotional and Spiritual Intelligence on Lecturer Performance" The results of the research found that lecturers are individuals employed by the higher educational institutions to educate students based on their competency. The roles of lecturers are not limited to the education of students only but also include the activities related to the research and the service community. These three aspects are considered to be measures of lecturers'



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performance. Consequently, the institutions must focus on the factors behind the performance of their lecturers to increase performance. By denoting the evidence of the previous study, the three determinants of performance are identified, namely, motivation, emotional and spiritual intelligence. Therefore, this study attempts to examine and analyze these determinants in the context of private university lecturers becoming active members of the Indonesia Management Forum. To collect the data, we utilize a simple random sampling and survey method. Also, we use a variance-based structural equation as the model to analyze the attained data. Overall, this study concludes that there is a positive effect of emotional intelligence on the performance of lecturers. On the other hand, the effect of motivation and spiritual intelligence is not confirmed.

Hanafiah et.al. (2020). study research on " Work Motivation and Satisfaction and Its Impact on Lecturer Performance " The results of the research found that the performance of lecturers in a university is measured through Tri Darma namely education, research, and community service. This research is a quantitative study using regression analysis. The research sample was 186 lecturers at Samudra Langsa University determined using albescence. The questionnaire is a data collection tool used in this study. Data analysis using EViews.10 The results showed that partially; 1) work motivation (X1) influences lecturer performance; 2) job satisfaction has an effect on lecturer performance; and simultaneously obtained that; and 3) work motivation and job satisfaction have a positive and significant effect on lecturer performance. The magnitude of the contribution of independent variables to the dependent variable is 27.86% and the rest 72.14% is influenced by variables not observed in this study. So, it can be concluded that for one of the efforts that can be done to improve the performance of lecturers at Samudra Langsa University is to increase the motivation and job satisfaction of lecturers.

Conclusion

As a conclusion motivation theory is the study of how to learn and understand what inspires a person to pursue a specific result. This theory has many uses, including in psychology and sociology, but it's also important for businesses, especially in relation to management. By studying this, you can learn what actions can motivate people to work harder or care more about something, whether through a reward or another factor. we can emphasize the importance that motivational incentives during teacher work day. The performance of teachers is very important in the development of new generation and educational process. It is also important to grow the number of school psychologists whose work is very important for the progress of education. When something broke the psychological contract between employee and organization leader must find what exactly causes this problem based on the symptoms



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that appeared to find a solution to this problem so that the institution / organization to progress and in this case the display a better performance in order to develop the process of educational.

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