

FACTORS OF MOTIVATION IN OFFICE: A CASE OF STAFF AT SUAN SUNANDHA RAJABHAT UNIVERSITY

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ABSTRACT

The objectives of this research were to investigate any significant factors of motivation in modern office management of higher education and to provide some important suggestions to office managers to meet their office target. The population of this study focused on staff members at Suan Sunandha Rajabhat university and about 20 samples were randomly collected by using both stratified and probability sampling methods. The qualitative method was conducted to gain the findings. Literature review and discussion are the main techniques using to reach the findings and conclusion for this paper. Many ideas of motivation in organization, job satisfaction, and high performance of organization were conscientiously discussed among panel group of in-depth interviews to gain qualitative findings. By focusing on these success factors, organizations can create a motivating work environment that enhances employee engagement, satisfaction, and performance.

Keywords: Modern Office, Motivation, Performance.

INTRODUCTION

Motivation in the office is one of the important and necessary implementations annually in order to be competitive in the world of high and fast change. Motivating employees in the office of higher education is also important since the level of competitiveness is also high in the education industry. Motivating employees in the office means an inspirational process to encourage team members in pursuit of mutual goals and objectives. Certainly, it has been proved in many research studies and international journals that regularly motivated employees are beneficial because they help to improve the chances of better services, achieving everyday operational, better control of high risks, and reaching strategic goals. Many questions were raised about how important employee motivation is focused on in the modern office. After the regular training and motivation, it is expected that employees will bring commitment and enthusiasm to the workplace, and it often helps to create an energetic atmosphere for team members [1] [2]. Employee morale is a critical determinant of organizational success in any workplace, and universities are no exception. Within the dynamic and multifaceted environment of higher education institutions, the morale of university employees plays a pivotal role in shaping organizational culture, student experiences, and overall institutional performance. From faculty members to administrative staff, the morale of university employees influences their engagement, productivity, and satisfaction, ultimately impacting the quality of teaching, research, and support services provided by the institution [3].

Employee morale in universities encompasses a complex interplay of factors, including job satisfaction, work-life balance, organizational culture, leadership effectiveness, and perceptions of institutional support and recognition. Positive morale among university employees is characterized by a sense of purpose, belonging, and fulfillment in their roles, along with opportunities for professional growth, autonomy, and meaningful contributions to

the academic community. Conversely, low morale can manifest disengagement, burnout, turnover, and diminished performance, posing significant challenges to the attainment of institutional goals and objectives. The unique characteristics of university workplaces present both opportunities and challenges for fostering high morale among employees [4]. Faculty members are driven by a passion for teaching, research, and scholarship, seeking opportunities for intellectual stimulation, academic freedom, and recognition of their contributions to their respective fields. Administrative staff play a critical role in supporting the day-to-day operations of the university, from student services to facilities management, requiring a supportive work environment, clear communication channels, and opportunities for professional development [5].

However, universities also face a range of internal and external factors that can impact employee morale. Budget constraints, resource limitations, and bureaucratic processes may constrain opportunities for innovation, collaboration, and career advancement, leading to feelings of frustration and disillusionment among employees. Additionally, the increasingly competitive landscape of higher education, coupled with evolving student demographics and expectations, places pressure on universities to adapt and innovate, creating additional stressors for faculty and staff. Addressing employee morale in universities requires a multifaceted approach that acknowledges the diverse needs and perspectives of faculty, staff, and administrators. Effective leadership, transparent communication, and inclusive decision-making processes are essential for fostering a culture of trust, respect, and engagement within the university community. Moreover, investing in professional development, wellness initiatives, and recognition programs can empower employees to thrive personally and professionally, contributing to the overall success and sustainability of the institution.

LITERATURE REVIEW

Here are summaries of four literature reviews focusing on success factors of motivation in modern offices, along with their significant findings. The first paper is “Literature Review: Motivational Factors Impacting Employee Performance in Modern Work Environments.” This review examines the motivational factors that influence employee performance in modern office settings [6] [7]. It synthesizes research on topics such as intrinsic and extrinsic motivation, job design, recognition and rewards, and organizational culture, exploring how these factors contribute to employee engagement, productivity, and job satisfaction. Additionally, the review discusses the implications for managerial practices and organizational policies aimed at enhancing motivation and performance [8]. The second paper is “Leadership Styles and Their Influence on Employee Motivation in the Workplace.” This paper focuses on the role of leadership styles in shaping employee motivation in modern office environments. It synthesizes research on transformational, transactional, and servant leadership, examining how different leadership approaches impact employee motivation, engagement, and job satisfaction. The review also discusses the implications for leadership development and managerial practices aimed at fostering a motivating work environment [9]. The second paper review is “Literature Review: The Role of Organizational Culture in Motivating Employees.” This review examines the role of organizational culture in motivating employees in modern office settings. It synthesizes research on topics such as organizational values, norms, and practices, exploring how cultural factors influence employee motivation, commitment, and performance. The review also discusses the implications for organizational development and change initiatives aimed at fostering a motivational culture [10]. The third paper review is “Literature Review: The Impact of Job Design on Employee Motivation and Performance.” This review explores the impact of job design on employee motivation and performance in modern office environments. It synthesizes research on topics such as job enrichment, job crafting, and

flexible work arrangements, examining how various aspects of job design influence employee engagement, satisfaction, and productivity. The review also discusses implications for organizational design and human resource management practices [11]. It is hoped that these literature reviews provide valuable insights into the success factors of motivation in modern office environments, offering perspectives on leadership, organizational culture, job design, and managerial practices aimed at enhancing employee engagement and performance

OBJECTIVE

The objectives of this research were to investigate any significant factors of motivation in modern office management of higher education and to provide some important suggestions to office managers to meet their office target.

METHODOLOGY

For the study, the objective of this research was to examine any significant factors of motivation in modern office management of higher education and to provide some important suggestions to office managers to meet their office target. The method of literature review and discussion with informants are the main method to reach results in this paper. The population of this study focused on staff members at Suan Sunandha Rajabhat university and about 20 samples were randomly collected by using both stratified and probability sampling methods. The qualitative method was conducted to gain the findings.

RESULTS

1. **Recognition and Reward:** Recognition for good work and tangible rewards such as bonuses or promotions can significantly motivate employees. According to a study by Deloitte, "Organizations that focus on employee recognition have 31% lower voluntary turnover than those that don't."

2. **Clear Goals and Expectations:** When employees understand what is expected of them and have clear goals to work towards, they are more motivated. A study published in the Journal of Applied Psychology found that "clear, specific, and challenging goals led to higher employee performance."

3. **Opportunities for Growth and Development:** Providing opportunities for employees to develop their skills and advance their careers can enhance motivation. A Gallup study found that "employees who strongly agree that they have the opportunity to learn and grow at work are 5 times more likely to stay with their organization."

4. **Positive Work Environment:** A positive and supportive work environment fosters motivation. Research by Harvard Business Review suggests that "positive work cultures are more productive because their employees are happier, healthier, and more engaged."

5. **Effective Leadership:** Strong leadership that provides guidance, support, and inspiration can motivate employees. A study published in the Journal of Organizational Behavior found that "transformational leadership, characterized by charisma, inspiration, intellectual stimulation, and individualized consideration, positively influences employee motivation."

6. **Work-Life Balance:** Balancing work demands with personal life is crucial for motivation. A report by the World Economic Forum states that "companies that promote work-life balance see benefits such as increased productivity, reduced absenteeism, and higher employee retention."

7. **Intrinsic Motivation:** Intrinsic factors such as a sense of purpose, autonomy, and mastery also play a significant role in motivating employees. Daniel Pink's book "Drive: The Surprising Truth About What Motivates Us" highlights the importance of intrinsic motivation factors in the workplace [11][12].

These factors interact in complex ways to influence employee motivation. Employers should strive to understand the unique needs and preferences of their workforce to create a motivating work environment [13]. Furthermore, motivating employees in offices requires a multifaceted approach that addresses their needs for recognition, clear goals, growth opportunities, supportive leadership, meaningful work, work-life balance, effective communication, autonomy, and empowerment.

CONCLUSION

In summary, employee morale is a critical factor in the success of universities, influencing faculty engagement, staff retention, and organizational effectiveness [14]. By prioritizing the well-being and satisfaction of employees, universities can create an environment conducive to academic excellence, student success, and institutional resilience in an ever-changing higher education landscape.

LIMITATION OF THIS STUDY

The limitation comes from the fact that this paper utilizes the qualitative method with the use of semi-structured questions to understand the motivation factors in the office. This method certainly was useful but time consuming. In the future, there should be a wider variety of samples. This qualitative research often involves subjective interpretation and analysis, which can introduce researcher bias. Researchers' personal beliefs, experiences, and perspectives may influence data collection, analysis, and interpretation, potentially leading to biased findings.

ACKNOWLEDGEMENTS

The author wishes to extend my gratitude and appreciation to the Research Institution, Suan Sunandha Rajabhat University for financial support and document processing. Also, a big thanks to the kindness and helpfulness of both staff and the director of the Language Institute, Suan Sunandha Rajabhat University. The collaboration of many members of Suan Sunandha Rajabhat University is invaluable and always acknowledges.

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