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The motivation in work that affects the performance of academic staff in the Faculty of Fine and Applied Arts, Suan Sunandha Rajabhat University

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Abstract

This research aims to: (1) explore the level of work motivation among academic support staff, (2) investigate the impact of work motivation on job performance within the Faculty of Fine and Applied Arts, Suan Sunandha Rajabhat University, and (3) apply the findings on work motivation to improve management practices. The ultimate goal is to enhance the motivation of academic support personnel at the Faculty of Fine and Applied Arts, Suan Sunandha Rajabhat University.

The population and purposive sample group consisted of 26 academic support staff members. The research instrument used was a questionnaire, and data were analyzed using percentage, frequency, mean, and standard deviation.

The research findings revealed that work motivation significantly influenced the job performance of academic support staff at the Faculty of Fine and Applied Arts, Suan Sunandha Rajabhat University. Seven factors were found to have a statistically significant impact on job performance at the 0.05 significance level: task achievement, responsibility, salary and welfare, work environment, job security, career advancement, and relationships with colleagues. Overall, job performance was found to be at an effective level, with a performance rate of 79.60%. The findings of this study indicate that staff members have high work motivation, particularly in terms of organizational commitment, creativity, and relationships with supervisors. However, compensation and relationships with colleagues should be improved to enhance morale. The organization should apply these findings to develop personnel management strategies aimed at boosting motivation and improving long-term job performance.

Keywords: Motivation, Job Performance, Academic Support Staff

1. Introduction

The Faculty of Fine and Applied Arts, Suan Sunandha Rajabhat University, operates under the Ministry of Education, Thailand. It provides education and academic services in art, music, performing arts, and drama, offering bachelor's, master's, and doctoral programs. The faculty continuously updates its curricula to meet societal needs and aims to produce graduates who contribute to local development, strengthen social and economic ties, and preserve cultural values. (<https://far.ssru.ac.th/>)

The faculty emphasizes academic excellence, innovation, and creativity, particularly through its graduate programs, which focus on producing well-rounded graduates in social, economic, and cultural fields. High-quality service is a core strategy for success, with efforts directed at maintaining a conducive environment, employing skilled personnel, and ensuring user satisfaction (Pahasing et al., 2022).

Academic support staff play a key role in the faculty's success by ensuring smooth operations and effective academic services. Work motivation is vital in enhancing staff performance, as interest, satisfaction, and pride in their work are major contributors to productivity and stability. Understanding the role of work motivation helps improve staff efficiency and supports long-term organizational excellence.

This study focuses on identifying factors affecting work motivation among academic support staff. The results will guide the development of policies and management strategies aimed at improving staff performance, enhancing academic services, and building a modern, efficient organization that serves both the community and society.

1.1 Research Objective

1. To study the work motivation that influences the job performance of academic support staff at the Faculty of Fine and Applied Arts, Suan Sunandha Rajabhat University, categorized by personal characteristics.
2. To investigate the work motivation that impacts the job performance within the Faculty of Fine and Applied Arts, Suan Sunandha Rajabhat University.
3. To apply the findings on work motivation to improve management practices and enhance the motivation of academic support personnel at the Faculty of Fine and Applied Arts, Suan Sunandha Rajabhat University.

2. Literature review

Theoretical Concepts of Work Motivation

Work motivation refers to the driving force that stimulates individuals to exhibit work-related behaviors in order to meet their own needs and achieve organizational goals (Watchara Yamchu, 2020). Key theories relevant to work motivation include Herzberg's Two-Factor Theory, which classifies factors into motivators such as achievement and recognition, which enhance job satisfaction—and hygiene factors such as work environment and salary, which help reduce dissatisfaction (Herzberg, 1959, as cited in Punawit Kaewlom, 2017).

Additionally, Maslow's Hierarchy of Needs theory suggests that human needs are structured in five levels, ranging from basic physiological needs to self-actualization. Motivation arises when lower-level needs are satisfied (Maslow, 1970, as cited in Pasiri Khetpiyarut & Sineenart Romprasit, 2011). Meanwhile, Alderfer's ERG Theory groups human needs into three categories: Existence, Relatedness, and Growth (Alderfer, 1989, as cited in Ramkhamhaeng University, 2012).

Theoretical Concepts of Work Efficiency

Work efficiency refers to the process of utilizing resources effectively to achieve goals with high quality, on time, and at the lowest possible cost (Anan Ngsamak, 2008). This concept

emphasizes operations that yield favorable results in both quantity and quality. The key components of work efficiency include **speed**, **economy**, and **accuracy** (Peterson & Prowman, 1953). Relevant theories, such as Emerson's 12 Principles of Efficiency, highlight that achieving efficiency requires a clear understanding of goals, proper planning, organizational cooperation, and appropriate process control (Katawut Prommayin, 2002). Factors influencing efficiency include personal characteristics, work effort, and organizational support (Stat Khamlaliang, 2001).

In summary, work efficiency depends on the effective management of resources, collaboration, and the creation of appropriate motivation, all of which directly impact organizational success.

3. Methods

This research aims to study the factors of work motivation that influence the job performance of academic support staff at the Faculty of Fine and Applied Arts, Suan Sunandha Rajabhat University. The researcher reviewed relevant literature and previous studies to develop the conceptual framework. The population was selected using purposive sampling, and the sample group consisted of 26 academic support staff members.

The data collection instrument was a questionnaire developed by the researcher based on related concepts. The questionnaire was validated for content validity and tested for reliability by conducting a pilot study with a similar group of 40 participants. The questionnaire used a 5-point rating scale, with interpretation criteria for the mean scores as specified in the research.

For data collection, the researcher distributed the questionnaires to the sample group, explaining the research objectives and the procedure for completing the questionnaire. Data collection was conducted over a two-month period, from April 1 to July 31, 2024. After receiving the completed questionnaires, the researcher checked them for completeness before analyzing the data using descriptive statistics, including percentage, mean, and standard deviation, with the aid of statistical software.

4. Result

The results of the study on work motivation factors affecting the job performance of academic support staff at the Faculty of Fine and Applied Arts, Suan Sunandha Rajabhat University showed that the overall level of work motivation was high. These findings are consistent with Herzberg's (1959) *Two-Factor Theory*, which classifies motivation factors into two categories: motivators, such as achievement, recognition, and career advancement, and hygiene factors, such as salary and work environment, which are essential for reducing dissatisfaction in the workplace.

Among the various factors, organizational commitment received the highest rating (Mean = 4.61, S.D. = 0.745), followed by job stability (Mean = 4.60, S.D. = 0.658) and relationship with supervisors (Mean = 4.57, S.D. = 0.824). These findings are in line with the study by Kanlaya Onsri (2014), which indicated that organizational commitment, job stability, and supportive relationships with supervisors are key factors influencing work motivation and overall job satisfaction. Furthermore, these results are consistent with the study by Watchara Sirin (2013),

who found that motivation derived from supportive supervisors and organizational recognition significantly impacts employee performance and morale.

In addition, other factors such as work environment (Mean = 4.47, S.D. = 0.875), career advancement (Mean = 4.47, S.D. = 0.543), and work engagement were rated highly by the respondents. These findings align with the study by Somchai Thongchai (2016), which emphasized that a positive work environment and clear career advancement opportunities play an important role in improving employee motivation and performance.

However, factors such as workload (Mean = 4.05, S.D. = 1.013) and managerial policies (Mean = 4.15, S.D. = 1.048) were rated at a moderate level. This suggests that while these factors influence job performance, they may require further improvement. The findings are consistent with the study by Patiparn Wongkam (2017), which identified workload management and transparent managerial policies as areas that need enhancement to increase employee engagement and efficiency.

In conclusion, the study highlights that multiple dimensions of work motivation play a critical role in enhancing job performance. Factors such as recognition, job stability, and supportive organizational environments are crucial in motivating employees, which is in line with Herzberg's theory (1959) and prior research by Kanlaya Onsri (2014) and Somchai Thongchai (2016). Effective management of these factors can lead to improved job satisfaction and higher organizational success.

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