

The Development of Participatory Management Model of Strengthen Motivating Factor of College Personal Management in Private Vocational College

By

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Abstract

The objectives of this research were: 1) to develop a participatory management model that promotes work motivation, and 2) to develop and evaluate a manual using a participatory management model that promotes work motivation of personnel in private vocational schools. The research instruments were an in-depth interview form and a participatory management assessment form that promote motivation for the work of personnel in private vocational schools. The results showed that the participatory management consisted of 7 components: participation aspect; Welfare and morale, Training on love, unity, commitment, teamwork efficiency in operation and attainment of vision, objectives, and goals. The motivation of personnel in private vocational schools consists of 2 components: motivation factor and supporting factor. The motivation factor are being respected by supervisors and colleagues, The attractiveness of the work performed, Assigned duties and responsibilities, Progress in the work that is done and the driving force in the work to be successful. The supporting factors include policy and management, empowering personnel, relationships between supervisors and co-workers, compensation, work environment and job stability.

Keywords: Participatory Management, Employee Motivation, Private Vocational School

Introduction

Every area of contemporary global civilization is undergoing transformation, including the economy. Society, politics, and technology are evolving swiftly. Education is the process of turning individuals into high-quality, fully-capable individuals. A balanced growth of intellect, mind, body, and society is the driving force behind all progress. Education is a means of bettering life and fostering stability, whether through formal, informal education, since it enhances the skills, knowledge, and competence of each person; hence, education must never cease. Even after having graduated from a school, college, university, or other educational institution, it is necessary to encourage lifelong learning for everyone. The institute must act.

A teacher is a person who prepares learners with information, skills, and the idea of education so that they have a desire to study and are capable of self-directed learning at all times.

Problem of Statement

Participatory management is a style of management in which subordinates share a significant amount of decision-making authority with their superiors as part of the management structure (Robbins et al., 2010). It is acceptable for subordinates to engage in the decision-making process for the organization and to exercise their right to make decisions. Employees may participate in this process in a variety of ways, including but not limited to: issue solving; goal setting; being actively involved in decision making; serving on bodies responsible for policy formulation; and recruiting new coworkers (Cotton, 2014). It is possible to think of participation as "the opportunity to influence decisions," and it is generally understood to involve both the structure and processes of power distribution (Karanja et al., 2018). One definition of a participatory system is one in which opportunities are shared among a large number of members of an organization (Robbins et al., 2010). Due to the wide range of authority, it is important to consider any conflicts of interest and the need to reach a consensus, both of which can take a lot of time and money (Oyije et al., 2018).

The ability to communicate and connect with students who come from a variety of social, cultural, and linguistic backgrounds is an essential skill for teachers. When engaging with children that come from a variety of socioeconomic situations, they need to be able to remain flexible and patient due to the fact that their line of work requires it. They are more productive as a result of the fact that their employment improves the way they feel about themselves, which motivates them. Increasing the amount of input from teachers in the decision-making process is desirable for a number of reasons, not the least of which is the possibility of increasing the effectiveness and output of the institution as a whole (Hayes, 1996). When there is effective engagement from teachers in the process of formulating school policies, such policies will be better able to cater to the requirements of the institution as a whole. When teachers are committed to taking a more active role in the decision-making process, they play a more significant role in the educational process (Mokoena, 2003). This suggests that more engagement from teachers in the decision-making process leads to improvements in both the efficiency of the schools and the quality of the decisions that are made. Schools successfully transformed as educational leaders, school administrators are tasked with guiding schools toward their objectives. Decentralize school workers to increase engagement. Success of educational institutions. Hervie and Winful (2018) provides an administrative technique including administrators and educators. start-to-finish participatory management allows all participants to voice their opinions. This will inspire school personnel. Involve educators in school administration. The supervision of schooling and vocational education by the Office of Vocational Education Commission was deemed inadequate.

The researcher found that private vocational schools currently lack a model for the development of participatory management that promotes motivation for work of personnel in private vocational schools. Therefore, research on the development of the model is necessary participatory management that promotes employee motivation in private vocational schools to be a guideline for the development of success in educational administration of educational institutions, so that they can advance and keep up with the changes.

Research objectives

The objectives of this research are (1) to develop a participatory management model that promotes motivation for the work of personnel in private vocational schools, and (2) to

develop and evaluate a manual for the use of a participatory management model that promotes motivation for the work of personnel in private vocational schools.

Literature Reviews

Concept of Participatory Management

The practice of ensuring that all employees have the chance to participate in the decision-making process of an organization is what is known as "participatory management." At every level of the business, participatory management offers a number of benefits that make it an attractive alternative. There is a possibility that this will make them more productive in their work. There is a strong correlation between teachers' level of participation and engagement in the administration of the schools in which they work and the level of productivity achieved by such instructors. It is predicted that teachers' involvement in the administration of their schools will have a substantial influence on the level of productivity they achieve in their jobs. This is largely dependent on the extent to which they participate in the management of their respective schools in areas such as school finances, conflict resolution, planning and maintenance of school plant, examination matters, disciplinary matters, policy formulation and implementation, formulation of scheme of work, and formulation of school time tables. Participatory management is anticipated to bring about organizational change and increased productivity (Oladejo & Oladejo, 2016). Hervie and Winful (2018) came up with the idea of using participatory management as a solution to the problems of low worker morale, poor job-related productivity, and high voluntary turnover rates. However, Ibrahim and Bahyaye (2019) warned that excessive involvement and more frequent deprivation are unlikely to increase the productivity of teachers.

Concepts of Job Motivation

Motivation is the combination of an individual's desire and energy directed toward achieving a goal. It might be internal, like a feeling of success and satisfaction, or external, like rewards and punishments (Bunnag et al., 2014; Nopgate et al., 2022; Thanajirachot et al., 2019). The identification of values is a very relevant tool for most organizations interested in continuously measure the level of motivation of their employees (Griffin et al., 2007). This identification helps them to create either short or long-term strategies in order to improve employee's welfare and reduce turnover (Duncan, 2014).

Gap in Literature

A lot of controversies have been raised in respect of participatory management in recent times. Participation which has been defined as allowing workers in decision making on those things that affect them and their work had led to it controversies. Commenting on its controversies. Robbins et al. (2010) also has this to say in respect of participation. "Decision is only as good as its implementation and those who participate in making it are usually highly committed to make it fruitful. Mohammed et al. (2014) opined that it is easy to manipulate participatory management more to the best advantage of the leader rather than for the benefit of the employee and organization.

As highlighted in the above, it should be noted that not everyone subscribes to this positive view of participatory democracy or to the benefits of direct participation in the work place. Unions for example, argue that participatory management are actually detrimental to the welfare of workers and circumvent the protections provided by collective representation (Wiesenthal et al., 2015). Regardless of the various controversies, the literature review confirms participation and productivity relationship. Therefore, this study seeks to add to

already existing literature of participatory management by examining the conceptual and theoretically concept of participatory management and its effect on work motivation.

Research Methodology

The study was conducted using the quantitative technique since the data was collected via the use of a questionnaire that was given to the participants. This was chosen since it was convenient and because previous studies on this topic had employed a qualitative approach as their research methodology. For this investigation, a research design known as a survey was used. Because of the use of a structured questionnaire to obtain data from respondents, this study was conducted using a survey research design. For the purpose of determining how participatory management influences the productivity of workers over a period of time, the research design of a survey was used since it is an appropriate design.

There are two steps of methodology implemented for this research; Step 1) The development of a participatory management model that promotes motivation for the work of personnel in private vocational schools. Step 2) Assessment of a participatory management model that promotes motivation for the work of personnel in private vocational schools.

Population and sample

The population used in the study of participatory management operation conditions were: There were 333 school administrators and 5,163 teachers in 111 private vocational schools in Bangkok and its vicinity. There are 3 groups of samples; 1) The target group used to study the correspondence between the questions and the components of participatory management, which is a group of school administrators and teachers of 10 people. 2) The sample group was used to examine the model of participatory management that promotes the motivation of personnel in private vocational schools using a stratified random sampling method, comprising 150 school administrators and 150 teachers, a total of 300 people. And 3) The target group for the evaluation and follow-up of the experimental model using participatory management that promotes employee motivation in private vocational education institutions, namely educational institution administrators and teachers who serve on the committee, each group had 11 people, for a total of 55 people.

Research Instruments

The instruments of this research is questionnaire Conformity Assessment form with components of participatory management to determine content accuracy and appropriateness. Implementation Assessment Questionnaire helpfulness and the validity of the trial of a participatory management model that promotes work motivation of personnel in private vocational schools, which is a 5-level assessment (Likert scale).

Quantitative Data Analysis and Data Findings

The results of a study on the condition of participatory management operations Drafting and assessing the feasibility and appropriateness of a participatory management model that promotes employee motivation in private vocational schools The results of the drafting of a participatory management model that promotes motivation for the work of personnel in private vocational schools found that it is appropriate. and the possibility of congruence with the empirical data or the model is straight. The causal model of participatory management factors affecting the motivation of personnel in private vocational schools developed harmoniously with the empirical data. The results of the examination of the participatory management model that promotes motivation for the work of personnel in private vocational schools. As a result,

considering the statistical values used to check the correctness of the pattern, $CMIN = 4405.595$ $df = 2362$, $CMIN/df = 1.865$ $P = 0.000$ $GFI = .935$ $AGFI = .936$ $CFI = .929$, $CMIN/df = 1.865$ is less than 2, CFI and TLI are close to 1, $RMSEA$ is less than 0.05, and RMR is less than 0.05, which is acceptable. In SEM analysis, the pattern is considered. It is consistent with the empirical data as shown in Figure 1.

The results of the development and evaluation of the manual for the use of the participatory management model found that the results of the evaluation of the use of the participatory management model that promotes motivation in the work of personnel in private vocational schools. The usefulness and validity of the participatory management model in promoting employee motivation in private vocational education institutions and the correctness of the management model by assessing its implementation taking into account the book's format, content, and the advantages of the educational institution administration model. It was discovered that personnel in private vocational education institutions, there was an opinion that the participatory management model that promotes motivation in the work of personnel in private vocational schools was useful and at a high level of accuracy. The usefulness and validity of the participatory management model that promotes the motivation of personnel in private vocational schools is assessed by assessing the administration of educational institutions. It appears that personnel in the 5 private vocational schools have an opinion that the participatory management model that promotes the motivation of the personnel in the private vocational education institutions has an evaluation score for the implementation.

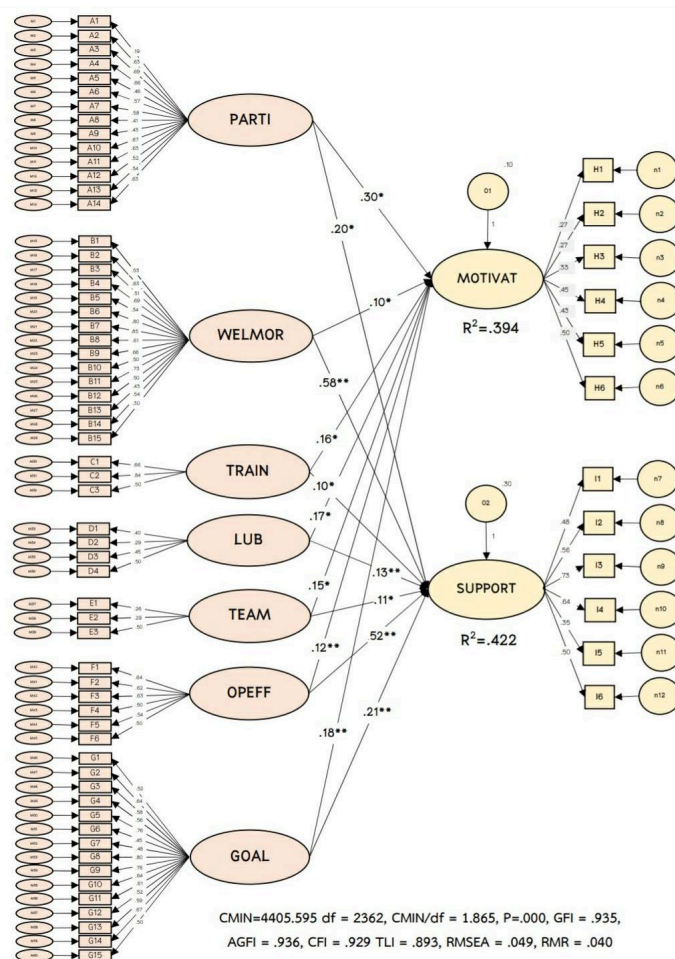


Figure 1. Examination of participatory management model that promotes employee motivation in private vocational schools.

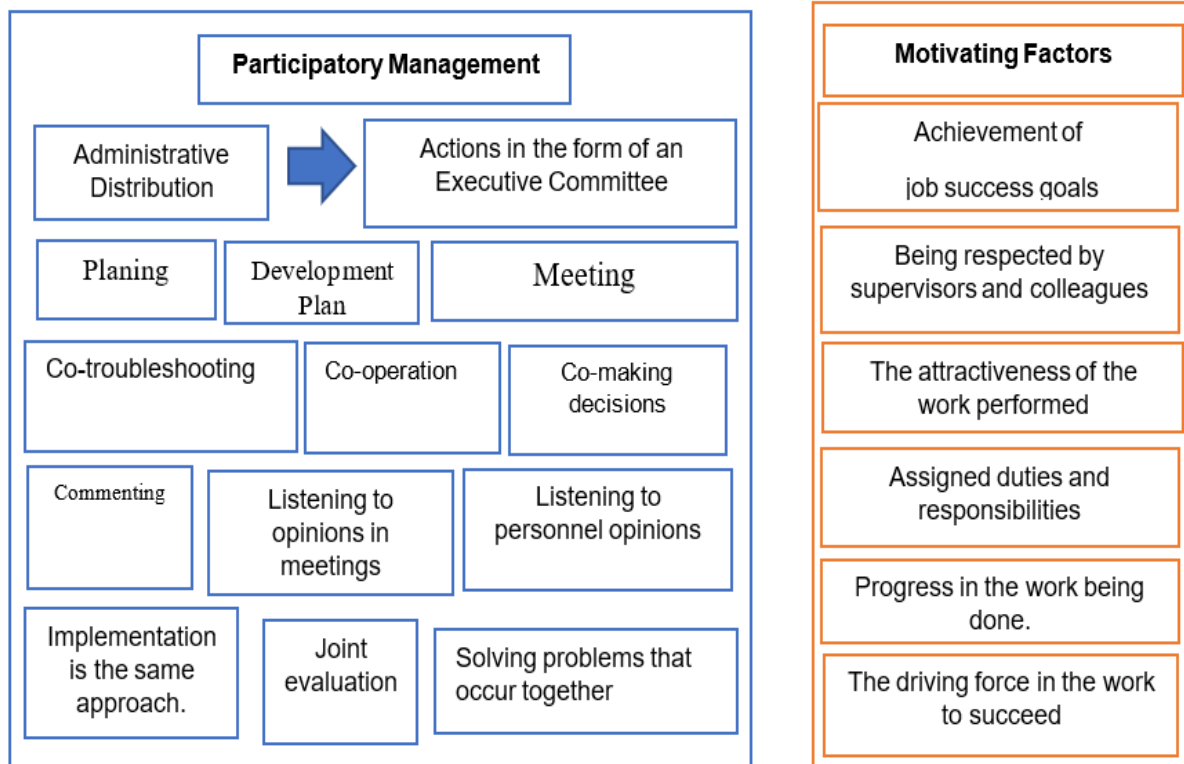


Figure 2: Model of Participatory Management (PARTI) Affecting Motivation Factors (MOTIVAT) in Work of Personnel in Private Vocational Education Institutions

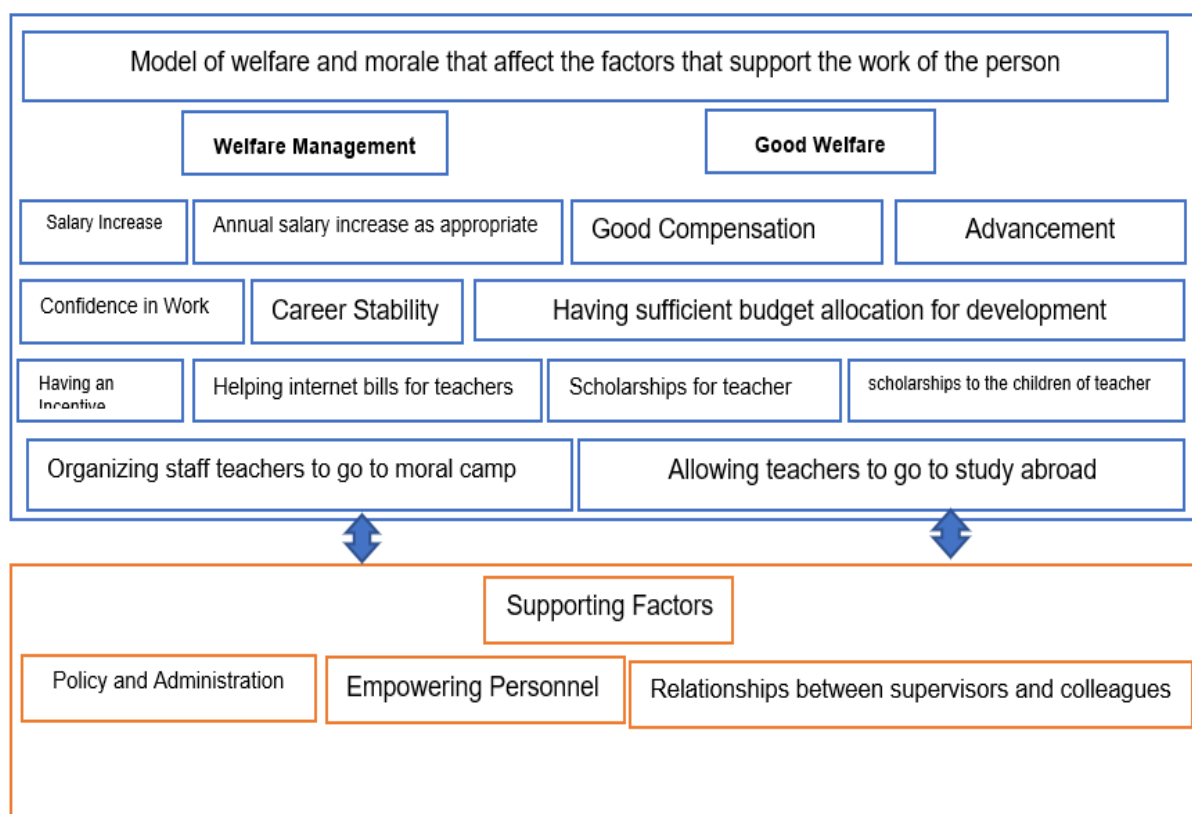


Figure 3: Welfare and Morale Management (WELMOR) Management Model of Personnel in Educational Institutions Private vocational education that affects the supporting factor (SUPPORT) in the work of personnel in private vocational schools

Discussions

The model of participatory management that promotes employee motivation in private vocational schools is consistent with empirical data, or the model is incorrect. The causal model of participatory management factors affecting the motivation of personnel in private vocational schools was developed in harmonization with empirical data and from the results of the evaluation of its use. The usefulness and accuracy in the form of the book, the content and the usefulness of the educational institution's administration model. It was found that, in accordance with the results of the study by [Chamundeswari \(2013\)](#), a participatory management model was able to ensure smooth organizational management. Individuals have a love relationship with the organization. The emergence of a good sense of responsibility for the tasks planned Working together as a team affects the efficiency of the organization's work. The personnel department will be recognized and trusted by personnel. The morale and enthusiasm among the personnel who want to work, have a good relationship with each other, accept changes, and develop personnel to increase the potential of the team to be effective. There are many opportunities for personnel to The department does not participate in thinking, jointly planning, joint decision-making, joint action, follow-up, and evaluation, which will result in the flexibility of the organization's operations. be transparent and responsible for the success of the organization.

The results of an experimental model of participatory management that promotes motivation for the work of personnel in private vocational education institutions found that personnel in private. There is an opinion that a participatory management model that promotes employee motivation in private vocational schools has been applied. The usefulness and accuracy were at a very high level after the model was applied to the trial. It was observed that the results of the assessment of the scores to assess the use. The usefulness and accuracy are at a very high level. This is in line with research by [Jabeen et al. \(2019\)](#) that examined the relationship between teacher motivation and leadership styles: An Empirical Study of Public Sector Colleges in Punjab Pakistan It has been found that the identification of clear vision, support, and individual support has an effect on teachers' motivation for responsibility and enthusiasm. This may be due to participation in the form of a committee. allowing the participants to participate in understanding experience, knowledge, and skills in problem solving, communication skills, management development, and change. Therefore, when work motivation increases, performance tends to be in a better direction.

Recommendations

Policy recommendations

The results of this study can be applied to the administration of educational institutions under the Office of the Private Vocational Education Commission. This should give importance to personnel development. by organizing personnel training to promote participatory management that promotes motivation to work for personnel in private vocational schools by giving policies to educational institutions to apply further.

Practical recommendations

Training should be provided to personnel of educational institutions first to create knowledge and understanding of personnel before implementing the development of a participatory management model that promotes motivation to work for personnel in vocational schools. the private sector to practice in order to understand in the same way for effective implementation.

Suggestions for further research

There should be research and development of operational indicators according to a participatory management model that promotes motivation for personnel working in private vocational schools in order to assess the implementation. Furthermore, there should be research and development on the factors of the need for participatory management training that promotes motivation for the work of personnel in private vocational schools.

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