Solutions to Enhance Working Motivation in International High School Education in Vietnam

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Abstract: Based on an analysis of the current state of primary and secondary education in Vietnam, potential challenges and opportunities, the article presents motivational solutions to international high schools in general and economic educational experience of an Group of Asian international Education (GAIE) in particular. The results of the analysis can help the general education system in Vietnam improve its internationality and deepen integration into the regional and global educational environment.
Keywords: working motivation, high school education, international education, Vietnam

1.   Introduction

Education always plays a very important role in the development of each country, it is a measure to improve the quality of human resources, creating a comparative advantage in knowledge labor. Most countries around the world consider investment in education as investment in development and they even see education as a special manufacturing industry. For the poor and developing countries, education is considered as the first priority measure to shorten the technology gap. Therefore, these countries must strive to find appropriate and effective policies to build their education to meet the requirements of the times, keep pace with the progress of the countries in the world. In education, the contingent of administrators and teachers plays the most important role, deciding directly on the quality of education and training. They are the ones responding to the changes in the school; is the person who develops and implements the school development plan; the person who builds, cultivates and develops the school culture; participants mobilize and use school resources. Therefore, in the general context of each school, each educational institution wants to maintain and develop the quality of education, it is essential to have measures to foster and develop a contingent of administrators and teachers of the school (Tien & Vinh, 2019; Tien, 2019, 2019a).

The Asian International High School (AHS) is a member of the Asian International Education Group (GAIE) which is considered the largest education group in Vietnam with more than 700 teachers and staff working at the school. In the current situation, the requirements for the education sector of the society are very high, with the international standards even higher, so the pressure on the teachers and staff of the school is huge. The problem of the school today is that most of the departments are short of regular human resources, so the reason why teachers and staff still resign every year, one of the reasons is policies related to motivation of teachers and staff. Through statistics, there is no research topic related to work motivation at school. Therefore, we decided to choose this research topic related with the motivation at work with the desire to find some solutions to help the school stabilize the human resources situation for better future development.

2.   Theoretical Background
2.1.   *Basic concepts*
Motivation to work

When observing the work history of employees in an organization, it is found that there are people who work very actively while there are people who work lazily. There is such a difference because the motivation of these people is different. For highly motivated people, they will try harder at work and therefore productivity and quality of their labor will be high and vice versa, people with no motivation or low motivation will lead to productivity and quality of work will be low (Turabik et al, 2015).

Motivation is the impulse to act by a person. Therefore, the study of motivation will help analyze, predict and explain what really motivates people to choose this behavior, one action, not another. Motivation is viewed at different angles (Naghshbandi et al, 2012).

From the perspective of psychology, motivation is understood to be what motivates action, associated with satisfying the needs of the subject, is all the internal and external conditions capable of arousing positivity. of the

subject and determine its propensity (Naghshbandi et al, 2012).

From the perspective of human resource management, the driving force is the individual's desire and volunteering to promote and direct his or her efforts to achieve individual goals and organizational goals. Therefore, thanks to the working motivation, employees have the effort, commitment and creativity in their work to successfully complete their assigned tasks (Tien, 2017; Rao, 2016; Rasheed et al, 2016).

Thus, although there are different approaches to motivation, it can be seen that these approaches agree on the following points (Ali, 2009; Appelo, 2016):

• Motivation is not a personality trait or personality.

• Motivation is an individual phenomenon. Each individual is a separate individual with very different needs, expectations, values, history, attitudes and goals. That is why the level of personal motivation can be affected (more or less motivated), but only the individual can do it, i.e. with more or less effort to take any action. there.

• Motivation is not work efficiency. A person who is motivated to work does not necessarily guarantee high work efficiency.

• Motivation to work is not synonymous with job satisfaction. An individual may be satisfied with his or her job (satisfied with working conditions, stable jobs) but may still have little incentive to work. Therefore, when studying motivation, it is necessary to pay attention to find out what factors really motivate employees to work.

From the above analysis, it is possible to come up with the concept of working motivation as the motivation that makes people work hard in the permissible conditions to create productivity and high efficiency.

Each impact factor when considered from the point of view of each subject will affect the motivation and motivation to work in the business. According to the employee's point of view of the influencing factors that will affect their work motivation and business managers who want to motivate their employees, it is necessary to understand how those influencing factors affect the work and work motivation of employees. From there, we could make policies to motivate employees appropriately and effectively.

The group of factors belongs to the employees themselves

When the employees have a sense of responsibility and the will to rise, they work hard, enthusiastically, actively create, always improve themselves and easily receive the incentives that the organization brings. On the contrary, if the employee himself does not have a sense of rise, is dissatisfied with the job position, does not recognize their own capabilities, they will not work enthusiastically, not creatively and actively contribute to the organization. The process of motivating work depends on many factors, of which the main factor is the human factor.

Employees' attitude at work towards enterprises: Attitude is the employee's perception of the job they are performing and controls their behavior. Employees get discouraged when they lose their direction and control in all aspects, unfulfilled aspirations, disrespectable, disagree with their superiors or colleagues, corporate policies or regulations not in their favor, Safety at work is threatened, betrayed, alienated from all sides and distrust. On the contrary, employees are elated if they achieve a job after trying and hoping much, being praised in many places, recognition from their superiors, promotion, salary increase, respect and trust of colleagues, a friendly working environment.

Through the behavior and attitudes of employees, enterprises will understand the employees' psychology, status and desires. Employees' working attitude will determine the success of the business. Therefore, businesses need to have a remuneration policy, measures to motivate employees' ability to have a dynamic staff, working hard.

Employees' perceptions of values and individual needs: Personal values are judgments or opinions of each individual about right - wrong, good - bad, important - not important, preferred - not like. When each person is aware of their personal values, they will adjust their behavior in accordance with those values. The business manager needs to be aware of and capture the individual values of each person to guide the individual's behaviors in the business, to choose the right people for the job and promote the full capacity of that person at work.

Personal needs are the wishes and expectations of the individual to be achieved. Each person has many needs, but they are grouped into two main groups of needs: material needs, spiritual needs. These are two groups of needs that have a dialectic relationship with each other because of the physical and conscious relationship. As the society develops and the quality of life is improved day by day, people also change their need for more quality in terms of quantity, and their spiritual needs are expanded and increased. When the needs and wants of employees are satisfied at each level in each time, it will be a great motivation for employees to be passionate about the work that contributes to the operation of the business.

Personal capacity and perceptions about the capacity of employees themselves: Personal competencies are

all the knowledge, skills and experiences that employees have gained from their own learning and working process. The longer the working time, the more study time, the more knowledge and experience of the employee, the more effective and productive labor is.

Proper awareness of each person's individual capacity to arrange suitable jobs not only creates success for the job, but also helps to connect employees with the organization, maintains the employees' passion and enthusiasm with the job.

Employee health: Each person's health is very important because it will directly affect work efficiency and working spirit. If the health is not good, the employee will not be able to undertake the assigned jobs. Conversely, when good health helps employees to work enthusiastically, be creative at work and complete the work in the best way.

Individual character of each employee: This is a personal factor in each person. Human characteristics are personal psychological attributes expressed by thoughts, behaviors, and attitudes towards oneself, family, friends, colleagues and society. Personal personality shows their views on an event, event as well as their environment. During character formation and development, each person has different behavior and preferences at each stage. In the working environment, each person's personality, attitude to work, abilities, gender, interests, and views create separate individuals. Employees' perspectives can be either positive or negative, so the employee's personality will affect their work motivation. Besides, different psychological traits about gender also affect their personalities differently.

The manager understands the group of factors belonging to the self of each employee, means understanding about the employee, understanding how to work of the employee. Therefore, in order for employees to develop their capabilities in the process of performing work, both satisfying personal goals and achieving the goals of the business, managers need to choose appropriate work motivation policies.

Group of factors belongs to the environment inside the business

-The factors related to the job's characteristics: The complexity and specialization of each job will require different occupational skills and mental wastage of employees. Besides, depending on the nature of the job, the level of risk and the risk of the job greatly affects the employee. When the employees' qualifications meet the job requirements, they will actively work to achieve the goals. They are willing to do the job despite difficulties, they actively explore, creatively solve problems and complete work. On the contrary, the job mismatch with employees is a barrier in creating excitement for the performers, they are easily depressed, feel pressured and unable to focus on work. The manager needs to clearly understand the ability of each person to assign appropriate jobs and properly record the employees' efforts when completing the work, will encourage the working spirit and creativity of the employee at work.

-Objectives and strategies of the business: Objectives and strategies of the business are the orientations and expectations set and implemented by the business throughout the business process to move towards the final results of the business. Each employee has a clear understanding of the goals and strategies of the business that will help them see if they are suitable for that enterprise. When personal goals are in line with the goals of the business, it means that the harmonious combination between personal interests and those of the business will motivate employees to strive to complete their jobs, bringing efficiency to the business. business and achieve personal desires. Based on the goals and strategies of the business, combined with human and work factors, from the moment of setting the goals, the manager will also anticipate the appropriate motivational policies to the end. At the same time, the business achieves the set objectives.

-Organizational structure of the business: The organizational structure is built in accordance with the nature of business operations, in which, the clear decentralization of management without overlapping helps to operate the business flexibly has a lot of impact on creating motivation for employees. Compact organizational structure, clear management decentralization, appropriately arranged personnel help employees promote their own capabilities and have motivation to complete work.

-Leadership views and policies related to employees in enterprises: Managers' leadership views in each enterprise have a great influence on the existence and development of enterprises. Leadership views have a lot to do with psychology of employees. Employees are excited, passionate about the job, oriented to the right objectives of the job when the manager has a consistent leadership perspective in managing and handling the work, recording the employee's achievements at the right time. Employees will feel pressured and difficult to work when each manager has different perspectives to direct the work, easily leading to feelings of depression and frustration in the working process and sometimes even loss of trust in people. The manager's leadership perspective will govern labor-related policies. Specifically: personnel policy, reward policy, discipline, recruitment and training policy ... are both a legal corridor and a target for each individual employee in the enterprise. Policies need to be formulated clearly,

specifically, with additional amendments in the implementation process and apply to all employees in the enterprise in a fair, transparent manner and guaranteed rights for everyone. These policies will decide on the quantity, quality of human resources, as well as the remuneration for employees.

-The financial capacity of the business: In addition to the above factors that both affect the motivation of employees and the motivational work of the business, the environment inside the business also has a big impact on the motivational policy is the financial capacity of the business. It can be said that the financial ability has a great influence on the making of the motivational policies of the business. In fact, there are businesses that want to offer many motivational policies but due to limited financial capacity, creating motivation for employees is not as expected. The financial resources of the business directly affect the economic policies of the business, which directly affects the income of the employees, cannot satisfy the demand levels of the employees, they cannot make the employees wholeheartedly devoted to business.

-Working conditions: Working conditions are a set of factors such as noise, hygiene, safety, equipment, machinery technology, production lines for work. All of the above factors are has an impact on the work motivation of employees. The same job but performed under different conditions will directly affect the results of the work. Working conditions affect the status, psychology of people, ability to work, working attitude, and health of employees. When working conditions are favorable, modern machines, guaranteed working environment, reasonable working time, suitable with human circadian rhythm, assigning people to work in accordance with technological lines, employees are more productive and efficient. On the contrary, the employee will encounter difficulties, easily create feelings of boredom and fatigue during the job performance. Enterprise managers want employees to devote their best, they need to research and consider the conditions to perform the work in the enterprise. Adequate working conditions with modern equipment are an effective motivational way for employees.

-Working environment of the business: The working environment is a unique feature of each business. The working environment helps employees to understand their goals, orientations and nature of work, creating good relationships among employees in the same enterprise. A comfortable and healthy working environment will attract employees to the enterprise. In addition to the income satisfying the needs, each employee also wants to work in an organization with a good environment, ie a place with a high spirit of solidarity, with everyone working hard, caring and helping. sharing and supporting each other makes work easier, comfortable working mentality, and trusting each other.

The group of factors belongs to the environment outside the business

-Characteristics of the industry and the field of business of the business: Each industry has its own characteristics and certain competition. Each business also has different motivational policies to attract workers. Therefore, if the enterprise is a bright spot in the business activities of that industry and field and has good labor policies, it will attract many workers, especially qualified labor. Enterprises interested in building remuneration regimes, creating motivation for employees is the best way to connect employees with enterprises and increase competitiveness with competitors in the same industry and field of activity.

-State legal system: The legal system of the state is the legal basis that will help businesses stabilize in the development process, ensuring benefits to help employees feel secure in their work as well as creating cohesion. employee's relationship with enterprises. The Vietnamese legal system is increasingly perfect, reflected through the improvement and renewal of laws related to investment, labor, enterprises creating a legal corridor for businesses to operate, creating a good environment for businesses develop, attract investment opportunities and create job opportunities for employees. Labor law system with a series of improvements to policies on labor, wages to protect the interests of employees in enterprises.

-Social welfare system: The benefits and insurance regimes are the basis for employees to ensure their benefits during the working process and after the end of their working age.

2.2.   Previous researches

Nguyen Thi Thanh and Tran Quang Hung (2018) are authors of "Factors affecting the working motivation of employees at Thanh Hoa province's sport training and competition center". This study examines the model of factors affecting the work motivation of employees at the Center for Sports Training and Competition in Thanh Hoa province in Vietnam. Applying the quantitative research method, the author analyzed data from a sample of 370 employees of the Center. The research results show that the work motivation of the employees at the Center is influenced by 04 factors, including: (1) Job, (2) The suitability of the target, (3) Training opportunities create and promote and (4) Leadership; Of which, the job factor has the strongest influence, followed by the target fit, training and promotion opportunities, and finally the Leadership factor. Based on the research results, the author proposes a number of solutions to motivate employees at the Center in the coming time.

Nguyen Thi Phuong Dung and Nguyen Hoang Nhu Ngoc (2012), are authors of "Influence of motivation to work behavior of office workers in Can Tho city". The objective of the study is to examine the correlation and evaluate the impact of work motivation on the working behavior of office workers in Can Tho city (the largest city in the Mekong delta of Vietnam) based on primary data collected from 111 office workers in Can Tho (office staff is a knowledge workforce, working in public and private enterprises). The results have five identified factors that influence overall motivation: learning and advancement opportunities, organizational pride, support from superiors, feelings of expression, and working conditions. There are three factors that affect the work behavior of Can Tho city office workers: learning and advancement opportunities, support from superiors and feelings of expression. The study also describes in detail the demographic characteristics, years of experience, location, income of office workers in Can Tho city to help managers on the table find solutions to improve work motivation and positive behavior at work.

Bui Thi Minh Thu and Le Nguyen Doan Khoi (2014) are authors of "Research on factors affecting working motivation of employees directly in production at Vietnam Machinery Erection Corporation (Lilama)". In business activities in Lilama, there are many factors involved in the management system such as the material, the economy, the culture, the information but the people.

Salah Naghshband, Mehrdad Afkhami and Mehdi Moradi (2012) are authors of " Identification of Important Motivational Factors of the Employees Regarding Interest and Belongingness to the Physical Education Organization's Offices in Isfahan: Presentation of a Model". The goal of this study is to identify the most important motivational factors for employees in the various physical activities of educational institutions in Isfahan province in terms of organizational engagement and interest. By surveying 412 educational institution employees of which 202 were sampled using the Jersy-Morgan table and to investigate the matter more fully, 114 experts from the educational institutions. Substance was selected in which 30 experts were sampled and selected through graded random methods. In this study, two researcher questionnaires were used, one used to identify important motivational factors related to organizational constituent belonging and to Another factor for determining the proportion of the sample used. Research results show that the factors that influence employee motivation are: (1) level of safety at work; (2) power; (3) financial policies (reasonable salaries and incentives at work); (4) close relationship between management and employees.

Rasheed, Humayon, Awan, and Ahmed (2016) studied factors affecting teachers' motivation. The purpose of the study is to explore the factors influencing the motivation of teachers at Paskitan universities. By survey method through questionnaires and face-to-face interviews at famous universities in Pakistan, the author has found out factors influencing work motivation such as compensation and financial incentives packages, work content, work environment, management system, effectiveness of training and development. This research can play an important role in forcing universities to find solutions to teacher motivation problems. Research could prove to be an effective document for other universities around the world where teachers are facing similar problems.

Keshwar Seebaluck, Devi Seegum (2013) studied motivation among public primary school teachers in Mauritius. The purpose of this study is to analyze the factors that influence primary school teacher motivation and the relationship between this motivation and job satisfaction in Mauritius. A simple random sampling method was used to collect data from 250 primary school teachers who were members of the Government Teacher Coalition. The findings have shown similar results with the integrated motivational perception model for the study of Professional Motivation teachers. However, some of the results seem to contradict the literature review. Overall, the Mauritius primary school teacher has a good level of motivation.

Rao (2016) studied the motivations of teachers in higher education. The purpose of this study is to apply McGregoror's theory of X and Y to study teacher motivation in higher education. With the survey method, a questionnaire was designed to elicit responses from randomly selected respondents. The results are that Teachers in higher education are classified according to Theory X and The Theory Y. Relationship between teaching styles and specific motivators in the classroom and at work, teaching methods. Preferred teaching and classroom management techniques have been studied.

Simin Ghavifekr and Nova Sheila Pillai (2016) are authors of "The relationship between school's organizational climate and teacher's job satisfaction: Malaysian experience". The purpose of this article is to examine the relationship between school organizational environment and teacher satisfaction. A quantitative survey method was applied, and three widely hypothesized relationships were tested with a sample of 245 teachers from six government high schools in Penampang district, Sabah, Malaysia. The tool used in this study is a modified version for a combination of two questionnaires: the Organizational Environment Index and the Teacher Satisfaction Questionnaire. The findings indicate that there is a significantly positive relationship between the school organizational environment and teacher satisfaction. Results showed that the teachers in this study were quite

satisfied with their jobs, with the factor of responsibility having the greatest impact on job satisfaction and no significant difference in the level of public satisfaction. Based on the number of years they have served in their current school, there is a significant difference in the level of job satisfaction between the teachers. These findings show that Sabah high schools have a positive and open environment, with professional teacher behavior having the greatest impact. Through this study, the author suggests that policy makers and principals need to provide a positive organizational environment and keep teachers satisfied with their work in order to improve the quality of schools. in Malaysia.

Taskina Ali (2009) studied job satisfaction of faculty members in private universities in context of Bangladesh. Researchers have investigated the current job satisfaction levels of lecturers of private universities in Bangladesh. A sample of 120 [N = 120] faculty members of which 60 men and 60 women (50% male and 50% female) were chosen at different levels from 10 private universities (out of 51 private universities) belonging to the Different areas of Dhaka city. The results show that the factors that influence the work motivation of the top teachers are: (1) co-worker relationship, (2) family support, (3) teacher and student relationships, (4) the placement of universities on the rankings. Overall the lecturers are satisfied with their current conditions, except for factors such as training facilities, and some of the facilities and delivery of courses remain the top factor. The economic crisis and the fierce competition for direct labor force in the machinery industry lead to Lilama being seriously affected. Research on working motivation of employees directly in production is important in attracting and retaining talents for Lilama. The study analyzed the results obtained from observation, tested the reliability of the scale and analyzed the factors, then analyzed the correlation, multiple linear regression according to conventional multivariate regression, Research has found seven factors affecting the working motivation of employees directly involved in Lilama production are: corporate culture, job, training and development opportunities, working conditions, salary and welfare, benefits, relationship with peers, leadership relationship. In which, salary and welfare regime with corporate culture is the most influential factor. The results obtained from the research are important suggestions in formulating appropriate strategies for human resource development of Lilama.

Le Nguyen Doan Khoi and Nguyen Thi Ngoc Phuong (2013) are authors of "Factors affecting job satisfaction of employees at Tien Giang University". This study aims to identify factors affecting the satisfaction of employees working at Tien Giang University (an university in a province of the Mekong delta in Vietnam). The research results show that 5 groups of factors (variables) affecting employee satisfaction include: nature of work; salaries, bonuses and allowances; working relationship; training and promotion opportunities; facility condition. These groups of factors are measured through 24 observed variables. The analysis of factors affecting work motivation is to contribute practically to the planning of human resources in the work unit and bring more job satisfaction for university staff.

Nguyen Khac Hoan (2010) is an author of "Factors affecting the working motivation of case study staff at Asia Commercial Joint Stock Bank, Hue Branch". The article aims to find out the factors that make the work motivating of employees at the Asia Bank branch of Hue. By qualitative analysis, the author has given 5 factors that have the greatest impact on employees' work motivation, which are: working environment, salary and benefits, work arrangement; excitement at work; and development prospects. Most of the staff studied are satisfied with these factors of the Bank. The research results also show that a number of shortcomings in human resource management should be addressed in the near future by the bank.

Truong Minh Duc (2011) applied quantitative model to assess the level of motivation to work for employees of Ericsson Company Limited in Vietnam. The research aims to provide a solution to motivate the staff at Ericsson. By surveying the opinion of 51 employees at the company and regression analysis, the author has found out 3 factors affecting employee's motivation: (1) material and working conditions. job; (2) Encourage motivation and ensure safety at work; (3) desire to demonstrate competency. In addition, through the analysis of the data, the author pointed out that the company's managers have not maximized the capacity and enthusiasm of their employees. From the analysis in the study, the author also gives solutions to increase employee motivation at the company.

2.3.   *Research gap*

From the author's research overview, at present, domestic research on employee motivation is mostly in economic enterprises, there are some studies related to education but at university level. . As for the foreign studies, most of them are in the education field but mainly at the university level, there is 1 study by Keshwar Seebaluck, Devi Seegum (2013) on primary school and 1 study by Simin Ghavifekr and Nova Sheila Pillai. (2016) in high school but focused on proving that there is one factor that the working environment affects the work motivation of teachers and employees. From the author's research review, at present, there are few adequate studies on the factors affecting the work motivation of teachers' staff of the High School. From analyzing the gaps of the above studies,

the author determines that the next research direction will be the motivating factors for a secondary school, namely Primary School, Middle School and High School. The article applies the model of 10 factors affecting employee motivation (CHAMPFROGS) by Jurgen Appelo (2016) for research.

3.   Research
3.1. Evaluate current situation of creating motivation to work at Asian International School
The achievements

The system of motivating policies for employees currently applied at the Asian International School has achieved certain results, employees are satisfied with increasingly high material needs as well as morale. The policy system ensures both the maintenance factors and the motivational factors.

Salary and bonus policy: Salary ensures employees have a stable income, the basic salary is always higher than the regional minimum without work allowances, in addition, the school annually Considering the salary increase of 2 times, the salary of teachers and employees is getting higher and higher, helping to maintain their income always higher than the average income of the market, ensuring the living standards of teachers, employees and families. surname. The regular bonuses on the holidays every year, Tet are always fully maintained, in addition, every month the school also has the capacity and sense of work bonuses applicable to teachers, staff up to 200USD per month. This is a great encouragement for teachers and employees to complete their jobs well.

Insurance and welfare policies: Insurance and welfare policies for teachers and staff at the Asian International School are always fully implemented in accordance with the law. The College Union has actively organized activities for all employees to participate in such as cultural, cultural and sports festivals on the occasion of the annual Vietnamese Teachers' Day 20-11, as well as contests due to The City Confederation of Labor organizes to contribute to improving the spiritual life of the employees and creates a happy, healthy, united, and constructive atmosphere in the team of teachers and school staff.

In terms of working environment and conditions: The Asian International School has equipped with the most modern technology equipment: for the management department, the specialized office equips each computer staff, Private printer, lighting and air conditioning system make employees feel comfortable while working. For teachers of schools equipped with Wifi system with Internet connection anytime, anywhere, it enables teachers to regularly update new knowledge to ensure advanced teaching expertise. For the school's administrative staff, the school is fully equipped with occupational safety-related facilities to ensure that employees feel secure at work. In addition, to support the professional profession, The Asian International School equips with a professional data management software system and at the same time helps the leadership to monitor, check and direct activities in a timely manner. That is a great motivation for employees to always uphold the sense of responsibility at work and overcome difficulties to complete the assigned work.

On work performance evaluation: The work performance evaluation process is strict, there are many levels of management participating in the assessment with very specific criteria, so it always ensures objectivity. The A, B, C, D rating also works to encourage employees to work better to achieve a higher rating.

Qualification: The school's education promotion policy has created a very good motivation for teachers and staff. As a result, the majority of teachers and staff have university and master degrees of 42 people, of which 5 people are in management, 30 in teaching, and 6 in management, ensure the quality of teaching. teach of the school. In addition, teachers and staff of the school are also very young, most of which are under 45 years old, of which 50% are under 30 years old, making the policies of the school easier to implement.

The school has a policy that encourages employees to be creative at work and gives specific criteria for employees to strive to achieve with a specific material reward for each level of creativity, which motivates them. they try to achieve the highest level when they get the job done. By communicating fully information about the School's values and goals to teachers and staff, Asian International School has also made them a sense of pride and want to stick with the school for a long time. The goal of teachers and staff in life is consistent with the goals of the school, which also motivates them in their work. In addition, when teachers and staff are recruited into the school, the school also has a policy of assigning tasks suitable to their abilities, helping them to always be able to complete the job in their ability. they are more secure and motivated to work. More important with the policy of prioritizing the administrators of the School, helping them to always be dedicated to their work, complete well the management, have a high motivation in their work to ensure that teachers and staff are always directed at the school. Follow and complete the selected goal.

Limitations and reasons

In addition to the results achieved, there are still limitations in motivational work in a number of applied factors that have reduced motivation for teachers and staff.

Regarding training and improving professional qualifications: management, teachers have not perfect communication skills and assignment of tasks. The reason is that the school has not had a specific training and development policy for each subject. Most managers and teachers work on the experience gained through their work.

For the inquisitive factor: the creative encouragement exists but the recognition of creativity has not been made public. According to the survey many teachers and staff will be more motivated if their creativity is recognized. The reason for this is that the school has not developed a policy to recognize the employee's creativity at work.

For the acceptability factor: a part of employees still have a sense of management, co-workers communicate, behave not respectfully, and some others feel they are separated at work. This comes from the individuality of each person, at work, not wanting to share knowledge with colleagues, making the spirit of cooperation and mutual support among employees not yet high. In addition, the school is not interested in having a specific training and development policy for teachers, staff and school administrators.

As for the ability to own the job: there are still some teachers who believe that the work assigned by the school is beyond their ability. The reason for this is that managers do not have a way to learn employees' abilities most accurately, when assigning tasks mainly according to their feelings.

For the factors of power and freedom: the working environment has a certain constraint, teachers and employees are not given much decision at work, not free, comfortable while working. The reason is that the school does not have a policy on what employees can do without asking management.

For the relationship factor: the relationship between teachers and staff is not yet highly bonded. The reason is that the collective activities of the school are too few, mainly the spontaneous activities of the organization for teachers and staff to exchange.

4. Conclusion

In order to better motivate the teachers and staff of the Asian High School Asian International School, it is necessary to improve and add motivational work policies. On the basis of analyzing the current situation of motivational policies for teachers and staff at the Asian High School Asian International School, the author would like to offer some solutions focusing on current problems. There are many limitations and directly affect the work motivation of teachers and employees.

Add a policy of creative recognition at work

Creativity in work is a criterion in assessing the ability of teachers and staff to work at Asian International School, the school also has a specific reward for this criterion on a monthly basis. Declaring, there is no specific policy. Stemming from the author's survey results, with the factor "Teachers, you feel more interested in working when your creativity in work is recognized by the school" is answered with the "Agree" and "strongly agree" more than 90% show that teachers and staff will be more motivated to work when they have recognized creativity so the author would like to propose a public policy solution to get creative at work.

Completing training and development policy

The Asian International School has a policy of promoting development but in the aspect of adding salary increases to encourage teachers and staff to improve their professional qualifications. New training applies to teachers and staff according to the curriculum distribution (according to the training program of the education department) and in accordance with the law on labor safety and food safety and hygiene. And also from the actual survey of the author, there are still teachers, employees feel that their work is not respected, teachers also feel that the assignment of tasks is beyond their ability. It shows that the facility management has not yet perfected skills in communicating and assigning tasks to teachers and staff. In addition, the school's future strategic direction is to standardize and modernize the quantity and quality of the team: increase the proportion of highly qualified staff, managers and professionals with high professionalism. Therefore, the author proposes to complete the training and development policy.

Improved work environment

The working environment is a great motivating factor in the employees' work. An environment that always creates conditions for employees to work smoothly, fulfill their duties well, always create good motivation for employees. The Asian International School has a modern, airy and clean working environment according to international standards, but it is a condition of the facilities. In spirit: From the survey results, there is still a certain constraint in the working environment at the Asian International School that teachers and staff do not have much decision on their work, they cannot do so. Freedom, comfort while working. So the author proposes to further improve the working environment.

Improve the relationship between teachers, employees and management at work

Building a positive and efficient working environment: The Asian International School needs to further improve the working environment so that all employees feel the School becomes a second home, colleagues are the ones to have. can share the joys and difficulties in life as well as at work. Each employee works in the spirit of respect, cooperation and help to bring the highest efficiency to the work. Sharing experiences not only helps yourself but also helps those around you to expand their knowledge and skills in handling situations to bring the highest efficiency in work.

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