

# Women's Work Motivation (Case Study of Female Employees at PT. Pendidikan Ganesha Operation Makassar)

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## ABSTRACT

**Introduction:** Work motivation is one of the important element factors in determining the level of performance and productivity of a person in the work environment, including women who are increasingly playing an active role in various work sectors.

**Objectives:** The purpose of this study is to analyze the work motivation of female employees of PT. Pendidikan Ganesha Operation Makassar.

**Methods:** This study uses a qualitative method using a case study strategy with a descriptive approach in order to describe an existing fact through an in-depth interview process with 10 (ten) Ganesha Operation teaching staff.

**Results:** The results of the study show that there are two types of female motivation to work, namely (1) Intrinsic motivation refers to the drive that arises from within the individual. In Ganesha Operation teaching staff, this motivation arises because of the desire to develop self-potential and carry out self-actualization. This is realized through established programs, such as SKMP (Teaching Material Competency Standardization) and SMTH (Daily Teaching Simulation), which are a means to improve the abilities of teachers (2) Extrinsic motivation is a drive that comes from external factors outside the individual.

**Conclusions:** Based on research, extrinsic motivation in teaching staff arises due to several factors, including: the desire to get a salary to meet financial needs, the ambition to obtain a position such as head of a unit or head of a branch, support from family that provides enthusiasm in working, and the encouragement to build prestige or self-image through skill development. This also includes efforts to build positive personal branding, as well as building relationships for collaboration, information exchange, and professional development.

**Keywords:** work motivation, teaching staff, self-actualization, collaboration.

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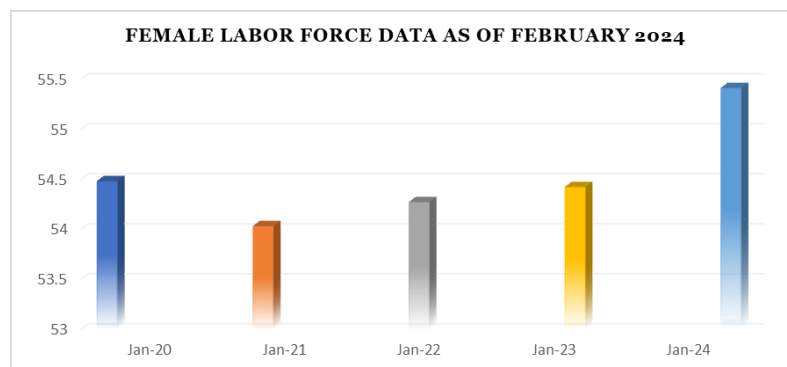
## INTRODUCTION

Working is the obligation of every individual to fulfill the needs of life, and will always be something that is desired as long as someone still has the ability to work hard, both physically and mentally. Work is not only a means to earn income, but also to fulfill family needs and pursue "social status" such as degree, rank, or position, in order to be respected and appreciated by society. Through work, a person can gain various experiences, both pleasant and challenging. The drive to work is usually based on the belief that tomorrow must be better than today, so that a person is required to continue to work hard, think creatively, and be ready to face the changing times. However, reality shows that the demands of the times do not always make people work harder. Currently, the issue of work ethic is again a concern. Many individuals tend to work carelessly, feel offended if given direction or reprimand, so that the way of working becomes irregular and the management function is often ignored [1]. Based on the quote above, researchers can describe the importance of working in a person's life, both in terms of fulfilling financial needs and achieving social status. Working is not only about earning income for the family, but also to gain both sweet and bitter experiences, and improve the quality of life. There is an assumption that tomorrow is better than today so that a person must work hard, be creative, and be ready to face challenges.

The rapid development of science and technology has had a major impact on human life [1]. This change has led to increased demands on individuals to support economic development. In line with the times, the phenomenon of

women working has become commonplace. In fact, women are now able to fill strategic positions in various positions, such as President, Minister, and Manager. Women are increasingly involved in various professions, including in the education sector, which has long been considered the most inclusive sector for women. Currently, there is a change in the types of work carried out by women, so that many jobs that were previously dominated by men are now also done by women. These jobs include professions that have high status, such as doctors, construction experts, and economists, to heavy work such as porters or pedicab drivers. The role of women in the world of work can have both positive and negative impacts. On the positive side, women's involvement in work can strengthen a more equal relationship between husband and wife and increase women's self-esteem. This happens because women work not only for economic needs, but also for self-actualization, and can even be a positive role model for children's development. However, on the other hand, there are also negative impacts that may arise, such as women who have dual roles will face challenges in managing work and family life, such as conflict between the two, reduced time for husband and children, and difficulty fulfilling invitations from children's schools. In fact, some women may sacrifice their personal needs for work and family [2].

Based on the quote above, researchers can describe that women's involvement in the world of work does have a complex impact. While providing opportunities for self-actualization and economic contribution, it can also pose challenges in managing roles in the family and work. This shows how important it is to have support from various parties to create an environment where women can manage their roles in a balanced way and fulfill their personal and professional needs. The role of women in various types of work does not eliminate their responsibilities towards the family. As a result, women often carry three roles at once, namely as wives, mothers, and professional workers. The presence of women in various important positions and strategic positions in society reflects the progress of understanding about gender equality. With the potential they have, women need to continue to develop their quality and get equal opportunities with men in various aspects of life. As stated in the 1945 Constitution, Article 27 paragraph 1, "Every citizen has the same position before the law and government, and is obliged to respect the law and government without exception." In the economic sector, in addition to being responsible for taking care of children and serving their husbands in the household, women also play a role in the public sector by working to meet the needs of the family. This role can be realized through activities such as trading, creating innovations in handicrafts that are sold, or running other small businesses in the household environment. This work is often done as a side activity to help increase family income. Meanwhile, in the field of education or academics, many women have achieved the title of professor (professor) and even serve as leaders in universities [3]. Women's participation in various economic activities reflects the high work spirit they have. Work ethic can be interpreted as a life attitude that motivates someone to work hard and efficiently to achieve certain goals. Working independently is one of the human efforts to meet the needs of life, as well as being part of economic activities.



**Figure 1. Female Labor Force Data as of February 2024**

Source: BPS Data February, 2024 [4]

Based on the survey diagram above, the workforce in Indonesia has increased. According to data from the Central Statistics Agency, in February 2024 there were 142.18 million people working, an increase of 3.55 million people compared to the previous year. In terms of gender, women's participation in the workforce has increased. In February 2024, the female Labor Force Participation Rate (TPAK) reached 55.41%, up around 1% compared to the previous year. Over the past five years, the lowest female TPAK was recorded in 2021, with a percentage of 54.03%. It can be concluded that women who want to work are increasing, therefore the need for motivation and work ethic for women,

the increasing number of women who work can be related to motivation and work ethic and this relationship is complex and influenced by many factors such as increased skills and education where more and more women achieve higher education degrees and better skills, so they are more prepared and competent in the world of work. This can improve the overall work ethic because of the presence of a more skilled and educated workforce. Also the existence of Balancing Work-Life where women are able to balance their work and personal lives tend to have a higher level of satisfaction, which can contribute to a better work ethic.

A common problem observed by researchers is the tendency of women to work. In reality, working is often associated with men. This is because socially, men are expected to work and are considered not to be carrying out their roles properly if they do not work. In terms of social construction, men are placed in the public sphere, while women are more often placed in the domestic sphere [5]. However, the reality in the field shows that there has been a change. Currently, although men dominate the public sphere, women are also starting to be involved in the public sector. One proof is the tendency for more women to work at the PT. Ganesha Operation Makassar tutoring institution than men. We often see that in several government and private institutions, the employees are dominated by men. However, at the tutoring institution at Ganesha Operation, it is the opposite, more women work there. This phenomenon is the basis for researchers' interest in exploring women's work motivation at PT. Pendidikan Ganesha Operation Makassar. The researcher assumes that the large number of women working at Ganesha Operation Makassar is driven by high motivation and work ethic. The researcher wants to investigate whether work motivation is really the main factor influencing women to work there. The researcher also sees that women's motivation and work ethic are not just about doing work, but are also related to self-actualization. Women work to achieve many things, including realizing high ideals and placing themselves as an active part of society. This phenomenon shows a reality that is different from traditional expectations. In general, men are prepared to work in the public sector, but in reality, women also contribute a lot to this sector. This is evidenced by the dominance of women in Ganesha Operation which shows that they play a significant role in the modern world of work.

PT Pendidikan Ganesha Operation is the largest and best tutoring institution in Indonesia, with the most locations managed centrally (without franchise). Established since May 2, 1984 in Bandung City. Currently, Ganesha Operation has spread to 265 cities throughout Indonesia, one of which is in Makassar City. In Makassar itself, Ganesha Operation has seven branch units spread out, namely Ganesha Operation BTP branch, Ganesha Operation Perintis Kemerdekaan branch, Ganesha Operation Pengayoman branch, Ganesha Operation Sultan Hasanuddin 81 branch, Ganesha Operation Sultan Hasanuddin 24 branch, Ganesha Operation Gowa branch. Which has a total staff of approximately 98 people consisting of branch heads, unit heads, academic and student staff, customerservice, staffIT, office boy (OB), teacher/tutor. Ganesha Operation has an important role in the world of education in Indonesia, especially in supporting students' academic achievement. This tutoring institution has a significant influence in the world of education. Ganesha operation provides programslearningwhich is in accordance with the modules designed according to the national curriculum that helps students understand the subject matter well. Ganesha operation is also very focused on preparing students for important exams such as UTBK (Technology-Based Written Exam), college entrance exams, and school exams. This program is designed to improve students' academic abilities and confidence when facing exams. In addition to focusing on academic aspects, Ganesha Operation also focuses on developing student character where students are trained todiscipline, responsibility, and hard work that are essential in academic life. With this contribution, Ganesha Operation plays a key role in helping to improve the quality of education and open up greater opportunities for students to succeed in their academic journey.

### OBJECTIVES

From the results of the researcher's observations, the significance of Ganesha Operation Makassar made intoas an object of research, namely the researcher sees that this institution has become an institution thatemploymany people, namely the creation of jobs, especially for women, which shows that in employee recruitment, those who apply for jobs and pass the selection and are accepted to join as employees of PT. Pendidikan Ganesha Operation Makassar are women. Researchers also see that the high spirit and enthusiasm of female employees in carrying out their work, both as staff, namely showing good performance, is evidenced by their enthusiasm in accepting work given by their superiors. In addition, women who work as teaching staff shows high enthusiasm to provide good quality teaching. This is proven by the way each teacher contacts students first to ask about the material being studied at school. This step is taken as a form of adjustment to the Daily Teaching Materials (BAH) to suit the needs of students. This action proves that women's commitment to providing good service to students and companies is very large. Teachers also

prepare teaching materials or teaching sketches in advance that will be delivered to students, even conducting daily teaching simulations (SMTH) before the Teaching and Learning Activities (KBM) begin. The same thing is also done by male teachers.

Ganesha Operation as a system that is present to help students improve their learning achievements, the function of which can exceed schools where women are involved in the improvement process, even though socially and construction women's society is better off at home. This proves that there is a feminization of women, namely roles related to women are more dominant. In addition, teachers in particular will continue to motivate and have a work ethic to provide improvements in the quality of self-development teaching by continuing to be motivated to keep going learn and develop their skills. The involvement of women in this area proves that women are not only able to work in certain fields such as banking or business, but also in the field of education. It is proven that the high level of education of women does not only want to be involved in the business world, and also office work, they also want to be part of a generation that is able to educate the nation's children. This hope makes women have motivation and work ethic that can bring them to the gates of success. In this case, women who work as staff, both teachers and administrative staff in the environment of PT. Pendidikan Ganesha Operation Makassar have such a work ethic. Based on the background stated above, the researcher is very interested in taking the research title "Work Ethic of Women at Work (Research Study on Female Employees of PT. Pendidikan Ganesha Operation Makassar)".

## METHODS

This study adopted a qualitative approach with a case study design to explore in depth the mechanism of women's work motivation at PT Pendidikan Ganesha Operation Makassar. The qualitative approach was chosen because it allows a holistic and conceptual understanding of the adaptation strategies developed for women's work motivation at PT. Ganesha Operation Makassar. The research data were obtained through in-depth interviews with staff, namely female teachers at Ganesha Operation. In addition, participant observation was conducted to understand the daily practices of female teaching staff at Ganesha Operation. Data analysis was carried out inductively using thematic analysis techniques to identify themes related to women's work motivation. This study aims to provide an empirical contribution to the literature on women's work motivation and develop a conceptual framework that can be used to design more effective interventions to support the motivation of working women.

## RESULTS AND DISCUSSION

### 1. Work Motivation for Employees of PT. Pendidikan Ganesha Operation Makassar

The phenomenon of women working seems unstoppable, where the role of women has undergone many changes and improvements. The entry of women into the workforce has brought about changes both in the family and the individual themselves. The motivation of women in working is certainly not the same between one and another. Women decide to work because they have their own goals, some want to help the family economy because their husband's income is lacking, some are indeed responsible because they are single and some because working is a personal pleasure to increase potential and self-actualization. Work motivation is a drive that influences someone to do a task and achieve a certain goal. Work motivation is very important because it will affect productivity and job satisfaction. As previously explained in the literature review, work motivation is divided into two, namely intrinsic work motivation and extrinsic work motivation. Intrinsic work motivation is interpreted as a drive within a person where there is a belief that working can have benefits for both oneself and others. Furthermore, extrinsic work motivation is interpreted as a drive from outside the individual where someone does work because they want to get an award [6].

Based on the results, it is explained that the intrinsic work motivation of teachers at Ganesha Operation Makassar is because they want to develop their potential, where the teachers expressed that before teaching they were trained to understand the material in depth, practice working on questions and prepare themselves well, this can improve their competence in the academic field, especially in the subjects taught. Ganesha Operation has a program in training each teacher such as SKMP (Standardization of Teaching Material Competence) and SMTH (Daily Teaching Simulation). This program helps teachers to improve the quality of their knowledge and teaching skills. Teachers are invited to continue learning through practice questions, facing various materials and interacting with the needs of students from various schools. Intrinsic motivation to work at Ganesha Operation also includes the desire to actualize themselves because some teachers have a great interest in teaching and the world of education, improving professional quality which provides new challenges that help

teachers become professional as well as confident and teaching skills so that they can easily create a lively class when teaching [7].

Furthermore, women, in addition to working as a potential development that will have an impact on themselves, work at Ganesha Operation also because of extrinsic motivation, namely first, getting a salary where teachers feel that the salary from working at Ganesha Operation is very helpful in meeting various needs such as personal needs, children and family, for those who are married, the salary from this job helps supplement the husband's income which may not be enough, for single mothers working at Ganesha Operation provides the income needed to finance their daily lives and children's education. Second, getting a position, namely Ganesha Operation provides an opportunity to get a position, based on the statement of one informant that contract teachers (PH) have the opportunity or chance to become unit heads or branch heads with the note that the teacher has worked at Ganesha Operation for a long time. Third, support from the family motivates women to continue working, namely parental assistance in raising children, providing additional enthusiasm for teachers to continue working despite a busy work schedule. Fourth, self-image where teachers feel that working at Ganesha Operation helps them improve their self-image, both through increasing knowledge and skills such as developing expertise, namely the opportunity to teach various subjects, for example from History to Sociology, Economics, and Geography. The ability to purchase personal needs that support personal branding and increase self-confidence. Fifth, building relationships where working at Ganesha Operation creates great opportunities in building relationships with many parties, namely colleagues who are mostly women, making it easier for teachers to support each other and share experiences, students, parents of students and teachers from other schools through promotions and work visits that expand social networks, freelance teachers who work in various schools that can allow the exchange of information related to work and teaching modules.

## **2. Women's Work Motivation Analysis by Max Weber: Social Action Theory**

Max Weber's social action theory which is the analytical tool in connecting women's work motivation at PT. Pendidikan Ganesha Operation Makassar, namely the theory of social action emphasizes that human actions are not only influenced by external or structural factors, but also by the subjective meaning and goals (Motivation and goals) owned by the individual. Max Weber's social action theory is oriented towards the motives and goals of the actor. Max Weber categorizes four types of social actions, namely first, instrumental rational actions which refer to actions taken by individuals based on considerations and also conscious choices that are related to the goals to achieve them. Instrumental rational actions prioritize actions that have benefits after carrying out certain values. In instrumental rational actions, teachers choose to work at Ganesha Operation to meet financial needs such as living expenses, children's education, and personal needs. Teachers use promotions at Ganesha Operation as a way to increase income and professional status. In addition, with training such as SKMP (Standardization of Teaching Material Ability) and SMTH (Daily Teaching Simulation), teachers can improve their teaching competence in order to achieve good results for students. This action reflects an orientation towards results (goals) to achieve them [8].

Second, value-oriented rational action refers to actions that take into account their benefits but the purpose of the action is not considered too much. Value-oriented rational action is not merely to obtain good and right criteria in society, whether or not the goal is achieved is not the main problem. Several teachers expressed that they work at Ganesha Operation because of their passion for teaching, not merely for salary or position, the desire to provide the best teaching to students reflects professional values and moral responsibility as teachers. In addition, teachers also expressed that developing self-image by improving skills and expanding knowledge is considered an appreciation of their own values. This action reflects devotion to values, sometimes the results are not immediately visible.

Third, traditional actions refer to certain behaviors due to habits that are acquired and usually created due to cultural factors where the teacher expresses in the context of women working, namely culture or customs in society that encourage women to contribute to the family economy. In addition, friendships in the work environment such as experience and information about work are traditional practices in building solidarity and networks. This action is rooted in habits or social norms that have been going on for a long time. The four affective actions refer to actions driven by feelings or emotions. Affective actions are spontaneous and are also an expression of a person's emotions. Based on research that has been conducted, single mothers who continue to work even though they have to sacrifice time with their children show emotions of love and responsibility towards their families. In addition, the existence of good working relations or familiarity with female coworkers



at Ganesha Operation creates a sense of comfort and emotional support in the work environment. In this case, affective actions emerge as motivation that encourages them to continue working at Ganesha Operation despite facing challenges.

Of the four theories of Max Weber's social action, the most dominant in studying women's work motivation at PT. Pendidikan Ganesha Operation is instrumental rational action. This can be seen from how female teachers at Ganesha Operation plan and act based on rational considerations to achieve clear goals, especially in financial and professional matters. Instrumental Rational Action is more dominant due to financial considerations and career goals, namely many female teachers at Ganesha Operation choose to work there to meet their financial needs, such as living expenses, children's education, and other personal needs. The desire to increase income and professional status through promotion is a clear and rational goal. This action is oriented towards results, namely material and professional benefits that can be achieved through their work at the company [9]. The actions of teachers who are oriented towards training such as SKMP (Standardization of Teaching Material Ability) and SMTH (Daily Teaching Simulation) show that they act rationally to improve their teaching skills. This allows them to achieve long-term goals, namely improving teaching outcomes and professional competence, which ultimately supports their career and salary improvements. This is an example of instrumental rational action where they make choices based on the benefits that can be obtained in the future. In addition, female teachers who focus on getting a job promotion or training to become a more competent teacher, clearly act based on goals that are beneficial in the long term. They do not only work to meet current financial needs, but also to ensure better career development in the future.

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