

IMPORTANCE OF MOTIVATION IN CHANGE MANAGEMENT

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ABSTRACT

Some schools that understand the change of way and rapidity but they can not improve their selves when they are catching the opportunity. For the schools the change that it means to continue to be presence. Even the change is important and impact of the change is very powerful, in the practice some schools can not change their improvement and they are not successful. This subject is the related with the change management of the schools.¹ The successful school can not start the change even if they start, they can not continue to process of the change.

THE PROCESS OF THE CHANGE

In 1951 Kurt Lenin says, the model of the change be formed with the three level and it is a linear process, and it is growing from up to down. Planned change should have three stages, resolved, replace and re-freezing. In the dissolving step, related people convinced about the issue of the change, for desired variable and made efforts to convince the necessity to change.²

In the changing phase change actually performed and changes are made to reflect the changes. The school structure, technology, strategies, culture or behavior is who may be subject to change business. In the re-freezing phase, result of the change has to allow the continuity to the new style. In this stage schools are adopted and carried out new policies and rules.³

Change Management

Change is a continuous process to manage and operate. Not one-time restructuring terms to be constantly acquire new knowledge and adoption requires being in dynamic equilibrium. Many schools work to ensure the successful implementation of large-scale change efforts but these efforts often result in failure. The basis of this failure is lack of the change management and lack of the evaluation of the effect of the change process.⁴

¹**Cafoglu, Z.** "invariance in the changing of Education Systems", the new Turkey, Educational Special Edition, Ankara, Turkey New Media Services Publications, No. 7, 1996

²**Helvacı, M. Akif,** *"The changeable Management in Education Organization: Principle, Methods and Processes"*, Nobel Publications, Ankara, 2005

³**Helvacı, M. Akif,** *"Evaluating of the Managing Director in the Official Elementary Schools"*, Unpublished PhD Thesis, Institute of Ankara University Faculty of Educational Sciences, Ankara, 2004

⁴**Inançoğlu, E.** "Resistance to organizational change and Impact of Working Values," 10th National Congress of Management and Organization Book, Istanbul, 2002

Basic thing of the change management is the learning and the coming to the upper level. Because of the old information is not working within the time.⁵ Change Management in Schools of managing change in schools is mainly seeks answers to three questions:

- What will change in school?
- How do we change?
- What do we change?

Change; as long as it can be controlled and managed, schools are coming forward. Basis of the change management; holistic point of view, the establishment of the relationship with that vision and take a systematic approach in the realization of the implementation phase. Management techniques can be listed to process of successful change of the schools;

- Create a sense of urgent changes needs to be done,
- To create a coalition that will lead to change,
- To determine a strategy and vision for change,
- Find ideas to meet the need,
- Change to eliminate the resistance,
- Team to create change,
- To create role models.

The change, teachers at the school, students and the other employees can be caused of the deterioration of the situation. If it is happen change process should have additional work area to manage of this change. When the school is achieving the change, prevention of resistance is an important factor.

These are the guidelines to avoid creating adverse effects on the creation resistance⁶;

- Resistance is natural effect and managers should learn how they can be ready for this effect.
- When Teachers and other workers resisted, if they show resistance, all kinds of reasons should be evaluated and used.
- Teachers and other employees should be informed about the expected change. Successful exchange activities carried out in the times. In this way, managers can understand the issues and the manage it.
- Teachers and other employees will be directly affected by the change. Teachers and employees should be refreshed their confidence.
- To planned change, relevance should be created.
- Teachers and other employees' participation should be ensured to the changing activities.

Success of the Change Management

⁵Aytac, T. "21. Rearing of Executive Education Symposium century ", Ankara University, Faculty of Education Publications 2002

⁶Erdogan İrfan. "Change Management in Education", Pegem, Ankara, 2002

Changes should be laid down for an impressive vision. Sharing the vision is important like creating the vision. For that reason simplicity of the expression and giving the many examples for the change, continuity of the communication, discussing about the weak point are important. And especially the important thing is that the managers should follow all the behaviors' and the words.⁷

Measurement of the effects of the vision depend on the listed above. Effect of the change also depends on the clear message for the teachers and for all the employees. The spread of relevance and the sensations associated with the change may affect subsequent processes.

Participation of the Change in the School

Participated in the decision-making process, decision-making is defined as a condition in which the upper and lower levels of influence shared between processes. The importance of this process of change, the participation in school activities should be assessed by how well it performed.

An overall evaluation, senior managers underestimate the difficulty of continuous change. So teachers and other public employees to participate in change and will eliminate resistance to change. This is achieved by motivating employees.⁸

Motivation

"Motivation" means; move to promote, to take action. The Latin word "gövere" was derived from the word. "Mover" the derivative "motivated" Turkish translation of the term is; motive, action of pass. In short, motivation means the forces for a humanitarian action for a particular purpose⁹. There are three main features of this definition motivation.

Motivation:

- actuators,
- actuating the movement continues,
- is directing the movement or behavior positively.

Meaning the concept of motivation are included, pushing the behavior of the human organism, determines intensity and energy level, gives a certain direction to the behaviors, various internal and external reasons for the continuation and covers their functioning mechanisms. Movements in a behavior that is motivated organized than others, which is a more directed way. The viability, consumed energy, time attendance, this behavior indicates that they

⁷ Balci, A. "Leadership Styles of School Administrators, Education Management in Turkey," Culture College Education Foundation Publications, Istanbul, 1998

⁸Alberg, C. "A Study of Organizational Leadership: New Standards and Changing Roles for the Principalsip", Unpublished Doctorate's Thesis, The University of Memphis, 2000

⁹Cafoglu, Z. "School Management application of TKY principles," Haberal Education Foundation Publications, Ankara, 1998

are motivated. Psychologists are determined, meaning of the motivation, is a series of behaviors for targeted aim¹⁰.

Motivation is a phenomenon that is included the values, the needs and the tensions. So motivation is a management process of the determination of human behavior that is affected. Motivation is a process resulting from the interaction of these concepts.

Teachers and other employees in the change process to be motivated it is very important and will eliminate resistance to change¹¹.

There are some methods in the motivation process is listed below;

- Intimidation
- Racing and Competition
- Reward and punishment,
- Identification with the profession or institution

Conclusion

Change, have been examined from philosophy to history, the biology to management in many areas and it is a concept that has been discussed. Today, make changes became more important subject, increased competition, globalization and technological development is having the effect turn into a concept. Schools have three options in front of them in this environment:

Resisting to the change and to be disappear

Keeping up to the change, maintain the status quo,

Leading to the change, and creating the opportunities for the development of the school.

Superiors must give to working employees a certain personality or profession to popularize their behavior should be exhibited; employees should be helped to love institutions and professions. People who love the institution and profession, they are easier to identify with the organization and the profession.

Summaries, change can be created and achieved by a successful change management, Opportunities and challenges should be evaluated successfully and threats should be prevented in this environment.

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¹⁰Cafıođl, Z. "invariance in the changing of Education Systems", the new Turkey, Educational Special Edition, Ankara, Turkey New Media Services Publications, No. 7, 1996

¹¹Helvacı, M. Akif, "Evaluating of the Managing Director in the Official Elementary Schools", Unpublished PhD Thesis, Institute of Ankara University Faculty of Educational Sciences, Ankara, 2004

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