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## EFFECT OF MONETARY INCENTIVES IN HIGHER EDUCATION

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### ABSTRACT

*This paper is an attempt of evaluation the effect of monetary and non-monetary incentives on the level of job satisfaction of professors working in the Colleges affiliated University of Pune. It is attempt to know the effect of 6<sup>th</sup> pay commission on the level of job satisfaction of professors. For this study sample comprised of 50 professors with 38 male and 12 female 5 Colleges from nonurban area affiliated to Pune University. The analysis reveals that that the factors job security, relationship with principal, pay scale, work itself and career advancement opportunities are increasing job satisfaction level of professors and the factors opportunities to use skills and abilities, feeling safe in the work environment and variety of work are the factors require more attention to increase level of job satisfaction. The overall job satisfaction considering all the factors monetary and nonmonetary is moderate.*

*Keywords: Job satisfaction, higher education, monetary incentives, pay scales.*

**Introduction:**

Education is an important factor for the development of any nation. Every nation try to uplift its educational level and it is a continuous process. In such process, teacher plays very important role in improvement of education. Every teacher plays a important role in the upliftment of society as well. Well satisfied teacher can contribute a lot in the well being of students. A dissatisfaction of teacher may have negative impact on the students. Day by day the role of teacher is changing due to the importance of his position is rising. The teacher is the pre-requisite of the success of educational programmes. The main nature and extent of their participation in the education. By motivating teachers will produce better quality of teacher in the schools towards education. The attitude of teachers towards education affect the effective and productive learning can achieved. Teachers having positive attitude towards their profession are generally successful and fully satisfied with their job. Lerner (1988) in a study concluded that attitude towards teaching correlated positively and significantly with their job-satisfaction.

**Importance of job satisfaction:**

Job satisfaction is the result of various attitudes possessed by an employee towards his job. Job satisfaction is one's feelings or state-of-mind regarding the nature of his work. It is a self-reported positive attitude resulting from the appraisal of one's job. Job satisfaction is also considered a strong predictor of several individual well-being. It is also important to recognize the job satisfaction helps workers to take decisions about whether to work at job, when and if job is except a one in job satisfaction is simply how people feel about their jobs and different aspects of their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs. (Spears, 1987)

**Literature Review:**

Logan (1977) found that major factor of dissatisfaction was inadequate salary. Aggarwala (1981) found that the inadequate salary is the common cause of dissatisfaction among school teachers. Saranga (1971) found that workers getting financial incentives feel better satisfaction than those who were not getting it. Saranga (Divyash and Saranga (1977) concluded that the workers getting higher income found to be satisfied. Gulre (1981) concluded that there is a difference in the level of satisfaction among different married group. Gulre (1985) also found that income was highly responsible for job satisfaction.

**Significance of the Study:**

If a teacher is not satisfied with his job, he will not be able to do his job properly. This will affect the level of involvement among the students. This problem must be solved and highlighted. It would be interesting to study other professions but about their job-satisfaction of job, the factors affecting the their job satisfaction. After studying the problem, some ways must be suggested to improve the current situation. This will help both the teachers and the administration. This research would be useful for the following purposes:

- (i) Teachers can utilize the findings of this research to increase their job satisfaction.
- (ii) For the administration to make environment suitable for the teachers to work without stress increasing their job satisfaction.
- (iii) For the teachers to realize their job satisfaction is necessary to better results.

**Objectives of the study:**

- (i) To find out the various expectations that increasing the satisfaction level of teachers.
- (ii) To measure the level of satisfaction of teachers.
- (iii) To judge the level of job satisfaction of teachers on following parameters:
  - a. Monetary incentive
  - b. Non-monetary incentive

**Hypothesis:**

- H1= There is significant impact of monetary factors on the level of job satisfaction
- H2 = There is significant impact of monetary factors on the level of job satisfaction
- H3 = There is significant difference between the level of job satisfaction due to nonmonetary factors and level of job satisfaction due to monetary factors and

**Sample:**

The present study is focused on the professors working the different colleges affiliated to University of Pune. For this study sample comprised of 50 professors with 38 male and 12 female 5 Colleges affiliated to Pune University.

**Table 1: Participants' Demographic Characteristics**

| Sr.No. | Profile            | Characteristics | Frequency | Percentile |
|--------|--------------------|-----------------|-----------|------------|
| 1      | Gender             | Male            | 38        | 78         |
|        |                    | Female          | 12        | 24         |
| 2      | Faculty            | Arts            | 16        | 32         |
|        |                    | Commerce        | 22        | 44         |
|        |                    | Science         | 12        | 24         |
| 3      | Level of education | Post-Graduate   | 44        | 88         |
|        |                    | Doctorate       | 6         | 12         |
| 4      | Age                | 20-30           | 13        | 26         |
|        |                    | 30-40           | 22        | 44         |
|        |                    | 40-50           | 12        | 24         |
|        |                    | 50-60           | 3         | 6          |
| 6      | Length of service  | Below 5 years   | 13        | 26         |
|        |                    | 5-10 years      | 14        | 28         |
|        |                    | 10-15 years     | 8         | 16         |
|        |                    | Above 15 years  | 15        | 30         |

The simple random sampling method is used to select the respondents. Total sample selected ( 50 Professors) is 19.84 % of the population, total population being 252 .

**Analysis of Data:**

The data are collected through survey method. Survey is conducted among the professors working in study area. The data collected by the researcher are tabulated and analyzed to make interpretations. The collected data are analyzed and interrupted using proper statistical tools and techniques.

**Research Period:**

The research period of the study has from April to June 2013 having 12 weeks of duration.

**Limitations of the Study:**

1. The survey is subjected to the bias and prejudices of the respondents and hence 100% accuracy can't be assured.
2. The study could not be generalized due to the fact that researcher adapted questionnaire method for data collection.
3. The population under study is the rural area of Pune district.



**Evaluation of Job Satisfaction:**

In order to evaluate level of job satisfaction of professions 18 factors have been used. The respondents were asked to indicate their degree of satisfaction or dissatisfaction in respect of these factors. Table 2 classifies the responses given by respondents in the responses factors affecting the significance of job satisfaction.

**Table 2: Factor-wise responses about job satisfaction**

| Sl. No. | Factors  | Level of factors with job satisfaction |    |    |    |      |
|---------|--|--|----|----|----|------|
|         |  | MS                                     | S  | SD | DS | MSDS |
| 1       | Job security   | 30                                     | 17 | 11 | 10 | 10   |
| 2       | Opportunities to use skills and abilities            | 1                                      | 1  | 1  | 1  | 1    |
| 3       | Opportunities - financial stability                  | 1                                      | 1  | 1  | 1  | 1    |
| 4       | Relationship with principal                          | 10                                     | 14 | 11 | 11 | 11   |
| 5       | Pay scale  | 40                                     | 6  | 1  | 1  | 1    |
| 6       | Communication between workers and management         | 17                                     | 17 | 1  | 0  | 1    |
| 7       | The work itself                                      | 40                                     | 1  | 1  | 1  | 1    |
| 8       | Autonomy and independence                            | 1                                      | 1  | 1  | 1  | 1    |
| 9       | Feeling safe in the work environment                 | 1                                      | 1  | 1  | 1  | 1    |
| 10      | Overall attitude - others                            | 1                                      | 1  | 1  | 1  | 1    |
| 11      | Relationships with co-workers                        | 14                                     | 14 | 1  | 1  | 1    |
| 12      | Organization - commitment & professional involvement | 1                                      | 1  | 1  | 1  | 1    |
| 13      | Workingsituation of the job                          | 11                                     | 1  | 1  | 1  | 1    |
| 14      | (distribution of work & organization)                | 1                                      | 1  | 1  | 1  | 1    |
| 15      | Financial goals                                      | 1                                      | 1  | 1  | 1  | 1    |
| 16      | Good advancement opportunities                       | 1                                      | 1  | 1  | 1  | 1    |
| 17      | Variety of work                                      | 1                                      | 1  | 1  | 1  | 1    |
| 18      | Organization - commitment & social responsibility    | 1                                      | 1  | 1  | 1  | 1    |
| 19      | Pay to work work                                     | 1                                      | 1  | 1  | 1  | 1    |

MS - Most satisfied S - Satisfied SD - Satisfactory DS - Dissatisfied MSDS - Most Dissatisfied

Table 3 shows that 41 (89%) respondents reported that they are satisfied with the job because of job security, and 10 (89%) respondents do the same of job itself. 11 (89%) respondents reported that they are dissatisfied due to better autonomy and independence and 11 (89%) respondents reported that dissatisfaction with the job due to opportunities to use skills and abilities.

**Table 3: Table showing results of necessary and non-necessary factors**

| Necessary Factors     | Factor Position | Level of Job Satisfaction (Score) |              | Average Satisfaction |
|-----------------------|-----------------|-----------------------------------|--------------|----------------------|
|                       |                 | Satisfied                         | Dissatisfied |                      |
| Necessary Factors     | 1               | 30                                | 17           | 3.7                  |
|                       | 2               | 1                                 | 1            |                      |
|                       | 3               | 1                                 | 1            |                      |
| Non-necessary Factors | 4               | 10                                | 14           | 3.7                  |
|                       | 5               | 40                                | 6            |                      |
|                       | 6               | 17                                | 17           |                      |
|                       | 7               | 40                                | 1            |                      |
|                       | 8               | 1                                 | 1            |                      |
|                       | 9               | 1                                 | 1            |                      |

|  |    |      |
|--|----|------|
|  | 9  | 1.2  |
|  | 10 | 1.38 |
|  | 11 | 1.42 |
|  | 12 | 1.36 |
|  | 13 | 4.76 |
|  | 14 | 4    |
|  | 15 | 2.8  |
|  | 17 | 1.24 |
|  |    | 3.41 |

The comparison of study respondents to each factor was tested by a two post test accordingly: In none satisfied, In satisfied, In dissatisfaction, Dissatisfied and In more dissatisfaction. The possible range of mean score between 1 to 5. The mean score indicates high level of job satisfaction and the mean score below indicates low level of job satisfaction and between 1 to 5 indicates job satisfaction. Factor 1, 9, 10, 11, 12, and 13 scores are relatively higher than factor significantly affect on satisfaction respondents were mostly dissatisfied by opportunities to use skills and abilities they are getting for job, job satisfied with work environment and variety of work they do. They were moderately satisfied with the factors 1, 11, 12, 14, and 15. The overall job satisfaction of respondents is moderate. The mean score of non-satisfactory factors is 2.77 which is more than critical point of least the mean score of satisfactory factors is 2.77 which is equal mean less than critical point. Therefore, it is concluded that both satisfactory and non-satisfactory factors affect on the level of job satisfaction of respondents is higher education.

|                          | Mean | Standard Deviation | t-value | 0.05 level of significance |
|--------------------------|------|--------------------|---------|----------------------------|
| Satisfactory factors     | 3.27 | 1.41               |         | 0.05                       |
| Non-satisfactory factors | 2.77 | 1.39               |         |                            |

The t-value value of 1.41 (0.05 level of significance) is less than the critical value of 1.96 which is calculated value of 1.96 is concluded that there is no significant difference between the level of job satisfaction for a satisfactory factors and level of job satisfaction for a non-satisfactory factors.

**Conclusion**

In the case of above study it can be concluded that the factors job security, satisfaction with principle pay scale, work load and career advancement opportunities are increasing job satisfaction level of respondents and the factors opportunities to use skills and abilities, getting job in the work environment and variety of work are the factors which were identified to increase level of job satisfaction. The overall job satisfaction consisting of the factors satisfactory and non-satisfactory is moderate.

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