

Comparison of Teachers Motivation of Provincialised General Degree Colleges of Jorhat District With the Teachers of J B College a Model College of Jorhat District, Assam.

Dr. Satya Deka

Associate Professor

Department of commerce

CKB Commerce College, Jorhat

K B Road, Near Circuit House,

Jorhat, Pin-785001, Assam.

ABSTRACT

The aim of this research is to explore various issues of motivation for the teachers in higher education institutions. This research has been conducted in provincialised general degree colleges of Jorhat District, Assam. The primary data has been collected through questionnaire and in depth face to face interviews. Findings have shown that work environment, feedback, recognition and relation with the authority, use of biometric machine are some potential factors for motivating teachers in higher education. Contribution- This study can play a vital role in compelling the higher education authorities to ponder over the motivational issues of teachers in colleges. The case study in this research can prove to be an effectual case for other areas of educational institutions where teachers are facing alike issues.

Keywords: Human Resource Management, Motivation, Higher education, Teachers, Provincialised, General.

1. INTRODUCTION

Education is the key input for the development of individual as well as the society. Education is accepted as one of the crucial inputs for nation building. It needs for continuous changes in the emerging areas of higher education are propelled by the enormous development and evolution in the global society. Colleges are the centers of higher education where teachers play important role in ensuring high quality of education by helping their students to become global citizens for the outside corporate world. It is only possible when teachers in the

colleges are motivated in an adequate manner to accomplish their goals. Their ignorance may lead the organization towards lowering the performance of the institutions. Motivation and job satisfaction of the employees have similar importance with the teaching staff of the colleges. This research has elaborated various motivational factors that are influential to the teaching of Jorhat district for their work effectiveness in enhancing their performance in order to increase the institutional effectiveness.

Success of the colleges depends largely on the quality of its human resources. Human resources are the most important and valuable assets of every institution mostly in the form of employees. Dynamic, competent and motivated human resources build dynamic institution and enable it to achieve its goal. The performance and resulting productivity of an institution are directly proportional to quantity and quality of its human resources. Similarly, in higher educational institutions basically in the colleges of Jorhat district, the performance of its academic employees can lead the institution to become globally successful in education. Therefore, an organization, should continuously ensure the dynamism, competency, motivation and effectiveness of its human resources at high level, which requires sound human resources management. In fact, one of the fundamental activity areas of management is the management of human resources.

This research is therefore planned to examine the relationship between factors that motivate teachers to teach in the colleges and their job satisfaction. The factors that mostly motivate the teachers to work in the colleges and to what extent the college teachers are motivated and satisfied in this jobs, thus put into examination.

Teachers are the building blocks of universities and colleges. Undoubtedly, teachers are the developers of positive and progressive society in any country. It is therefore, necessary to have highly motivated teachers particularly in the colleges where teachers' motivation is extremely demanded. The courage and dedication for developing high performance work systems can only be achieved if teachers remain willing to give their best.

2. OBJECTIVES OF THE STUDY

- I) To study the teachers motivation in the provincialised colleges of Jorhat District.
- II) To make a comparative study on teachers motivation with that of JB college, a model college of the district.

3. RESEARCH SIGNIFICANCE

The significance of the study is to provide evidence to support the teaching staff of the colleges of Jorhat district in regard to human resource management practices and satisfaction on it. It is also expected that the findings of the study will also help the authority of the colleges in taking decision over the diversification and extension programmes. It is anticipated that present study will help the policy makers in formulating policies for uplifting the human resources of the colleges.

4. REVIEW OF LITERATURE

Asim Masood (2013), in his study explains the impact of the motivation level among the employee performance with the mediating of the training needed in the Universities of Pakistan. In this study he reveals that motivation directly affects the rewards and promotion. It also emphasizes on training to create positive impact among the employees. Training promotes competitive advantages with reference to the context of job satisfaction as well as performance and decreases non-attendants issue. The main finding of the study indicates that rewards increases the motivation level¹.

Gupta, R. N. (2007), in his book defines motivation as a planned managerial process which stimulates people to work to the best of their capabilities for the most effective and efficient realization of the common objectives; by providing them with motives to work for, based on their unfulfilled needs. It is in fact pressing the right button to get the desired human behavior².

Heathfield Susan M. (2017), states that motivation is an employee's intrinsic enthusiasm about and drive to accomplish activities related to work. Motivation is that internal drive that causes an individual to decide to take action. An individual's motivation is influenced by biological, intellectual, social and emotional factors. As such, motivation is a complex, not easily defined, an intrinsic driving force that can also be influenced by external factors. The author also presents some important factors that motivate employees in the work place and empowers employees to participate in decision making, develops trust for employees³.

¹ Asim Masood, (2013), Impact of Motivation on Employee Performance with Effect of Training: Specific to Education Sector of Pakistan, International Journal of Scientific and Research Publication, Vol. 3, Issue 9, Sept. 2013, pp.1-9. (www.ijsrp.org)

² R N Gupta, (2007), Principles of Management, S Chand, New Delhi, p. 301

³ Heathfield Susan M, (2017), You Need to Know what Motivation Is-Really, Updated November 02, 2017, available at www.thebalance.com access on 23rd Nov. 2017. At 5.5 pm

I Naseem et.al (2015), in their study conducted in order to measure the job satisfaction of academic staff including both public and private colleges in Abbottabad. There are many factors that affect the level of job satisfaction but in this study, four factors including pay, job security, and relationship with co-workers and relation with supervisor are made available for discussion. The study states that majority of teachers are satisfied with the nature of job, salary and relation with supervisor⁴.

Jacoby Margarat (2014), in his research article states that happy workers are productive workers. To motivate the workers one's must follow some ways which are more communicate be an example to work hard, empower them by way of giving authority, offer opportunities for advancement and lastly provide incentives like extra pay, gift cards, ticket to the movies or other low cost way to show appreciation. Motivation plays a key role in keeping one's best employees⁵.

Kwapong Lipsy Samuel, et.al (2014), in their paper assesses the effect of motivation on the performance of teaching staff in Ghanainan Polytechnique with the moderating role of research experience and higher education. The study confirms positive co-relation between motivation and performance among teaching staff. It also reveals that the highest level of education and the research experience of teaching staff attained influence both motivation and performance⁶.

NaileIdah, et.al (2014), in their study entitled "The Role of Leadership in Employee Motivation" establishes the role of leadership style in motivating the teaching staff to be committed to their work. The study also reveals that there is a strong relationship between transformational leadership behaviours and commitment. The findings of the study highlights the relationship trust, inspiring a shared vision, encouraging creativity and emphasizing the development as a positive aspect of motivation⁷.

Shah Muhammad Jamal et.al (2012), in their study entitled "Job Satisfaction and Motivation of Teachers of Public Educational Institutions" focuses on the impact of reward and recognition, satisfaction with

⁴ I Naseem and M Salman, (2015), Measuring job satisfaction level of the Academic staff, Business and Financial Affair, 2015, 4:2. (www.doi.org/10.4172/2167-0234-1000142) Open access journal.

⁵ Margarat Jacoby, (2014), 5ways to motivate your employees, Huffost.com. access on 3rd November 17 at 12.49.pm(www.twitter.com/Margaratjacoby)

⁶ Kwapong Lipsy, Opoku Emmanuel and Pannyina Tokuo, (2015), The effect of motivation on the performance of teaching staff in Ghanainan Polytechnique: The Moderating role of Education and Research Experience, Human Resource Management, Vol. 3, No.6, pp. 30-43. (www.eajournal.org)

⁷ NaileIdah and Jacob M Selesho, (2014), Mediterranean Journal of Social Sciences, MCSER Publishing, Rome-Italy Vol. 5 No. 3 March 2014, pp.175-182

supervision and work itself on job satisfaction. They also explore the relationship between job satisfaction and work motivation. The study reveals positive relationship between reward and recognition which is the main factor of job satisfaction and motivation of the employees⁸.

The review of available literatures shows that most of the studies regarding human resource management are on outside Assam. Very few studies have been carried out in Assam. On the other hand the studies are made in the fields of some selected subjects namely job satisfaction and motivation of employees, leadership role in the higher education mostly. The researcher reveals that no study has been carried out concerning human resource management in the provincialised colleges, especially in Assam. Therefore, it is evident that there is a research gap which encourages the researcher in choosing the area of teachers motivation in the provincialised colleges of Jorhat District, Assam and compare it with the J B College of Jorhat a model college of the district.

5. METHODOLOGY

Sampling and Sample Size Calculation is done by Nick Fox, Amanda Hunn, Nigel Mather published in 2012⁹.

The study involves both qualitative and quantitative phenomena. Not all quantitative studies involve hypothesis testing, some studies merely demand to describe the phenomena under examination. The aim of the study is often to obtain an accurate estimate of the particular figures like mean or a proportion.

To calculate the required sample size, the following two features are taken into consideration:

1. The level of confidence concerning the true value of a mean or proportion.
2. The degree of precision which can be accepted.

Taking 95% confidence level we divide the maximum acceptable MRE (Margin for Random Error) by 1.96 to calculate Standard error (SE).

At 5% confidence interval,

$$S.E. = \frac{5}{1.96} = 2.55$$

Expecting 90% response rate:

⁸ Shah Muhammad Jamal et.al., (2012), Job Satisfaction and Motivation of Teachers of Public Educational Institutions, International Journal of Business and Social Science Vol. 3 No. 8 [Special Issue - April 2012], pp. 271-281.

⁹ Nick Fox, Amanda Hunn, Nigel Mathers, (2012), Sampling and Sample Size Calculation, The NIHR Research Design Service for Yorkshire & the Humber, pp. 17-21

$$N (\text{Sample Size}) = \frac{p(100\% - p)}{(S.E)^2}$$

$$= \frac{90\%(100\% - 90\%)}{(2.55\%)^2}$$

$$= \frac{90 \times 10}{6.5} = 138.$$

Therefore, 138 is the sample size of Teaching staff.

The population of the study was teaching staff of the colleges of Jorhat District. Thirteen General Degree Colleges of the district were selected for the purpose collecting primary data. The field survey was made during the year 2014 to 2017. It was a regular visit to different colleges to arrive at conclusions from the responses of the 138 sample teaching staff out of which 37 teachers were from J B College. Likert 5 point scale was used to obtain response from the respondents.

A comparative study on the mean average of level of job satisfaction in the colleges of Jorhat district with that of mean average of J B College (Autonomous) based on same variables is considered. To observe the level of satisfaction, J B College is chosen because it is one of the premier colleges in the state of Assam which was established in the year 1930 and the only Autonomous College in the district out of two autonomous colleges in the State. Apart from Post-Graduation in different subjects, it runs three streams of education, Arts, Science and Commerce, in its system with 107 number of teachers and more than 3000 students as on December 2016. Its academic performance during the past decade has also been quite good within the university system of Dibrugh University. It is thus chosen as a model college of the district under study which is comparable with any of the colleges of the State of Assam and of course with the mean level of satisfaction of sample colleges of Jorhat district of Assam.

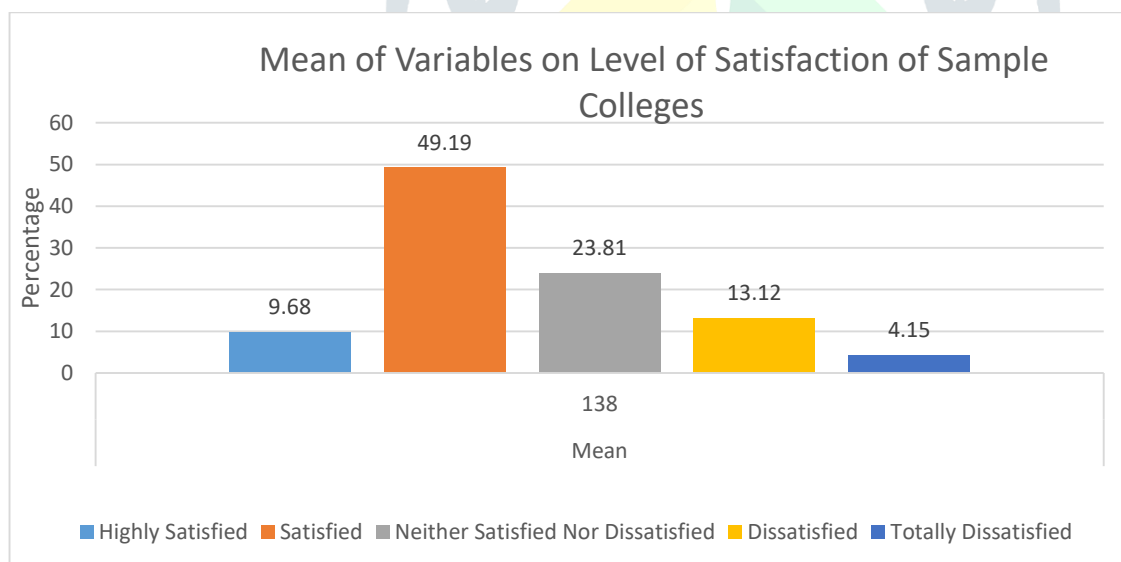
6. RESULTS AND ANALYSIS

Table – 6.1
Mean of Variables on Level of Satisfaction of Sample Colleges

Variables	No of Sample	Level of Satisfaction on Teaching faculty in percent					Total Percent
		Highly Satisfied	Satisfied	Neither Satisfied Nor Dissatisfied	Dissatisfied	Totally Dissatisfied	
Supervision	138	12.3	52.9	26.1	7.2	1.4	100
Cleanliness in work	138	4.3	41.3	26.8	21.7	5.8	100
Canteen Facilities	138	5.1	41.3	27.5	19.6	6.5	100
Toilets	138	3.6	40.6	23.9	21	10.9	100
Equipment	138	5.8	42.8	32.6	15.2	3.6	100
Relation with Authority	138	23.9	61.6	12.3	2.2	0.0	100
Use of Bio-metric Machine	138	12.3	56.5	18.1	8.7	4.3	100
Working Environment	138	10.1	56.5	23.2	9.4	0.7	100
Total	1104	77.4	393.5	190.5	105	33.2	800
Mean	138	9.68	49.19	23.81	13.12	4.15	100

Source: Compiled from field survey

Figure-1



As far as the respondents attitude towards the variables is considered to measure the level of satisfaction, supervision, cleanliness in work place, canteen facilities, toilets facilities, equipment's facilities, relation with authority, use of biometric machine, working environment have shown a mixed character. It has been analysed on the mean of different variables based on opinions of the respondents and observed that their opinions are distributed more towards higher side, that is, satisfied. However, there is significant difference in the attitude of 5 groups. It is also noted that a maximum of 49.19 p.c. lies in the second category which refers to satisfied

group, followed by 23.81 p.c. which means neither 'satisfied nor dissatisfied'. However, 9.68 p.c. belongs to highly dissatisfied group when 13.12 p.c. lies in dissatisfied and a least 4.15 p.c. is totally dissatisfied. Thus it leads to conclude, though maximum respondents are satisfied with the statement that a total of 26.95 p.c. respondents remain dissatisfied with the management and administration.

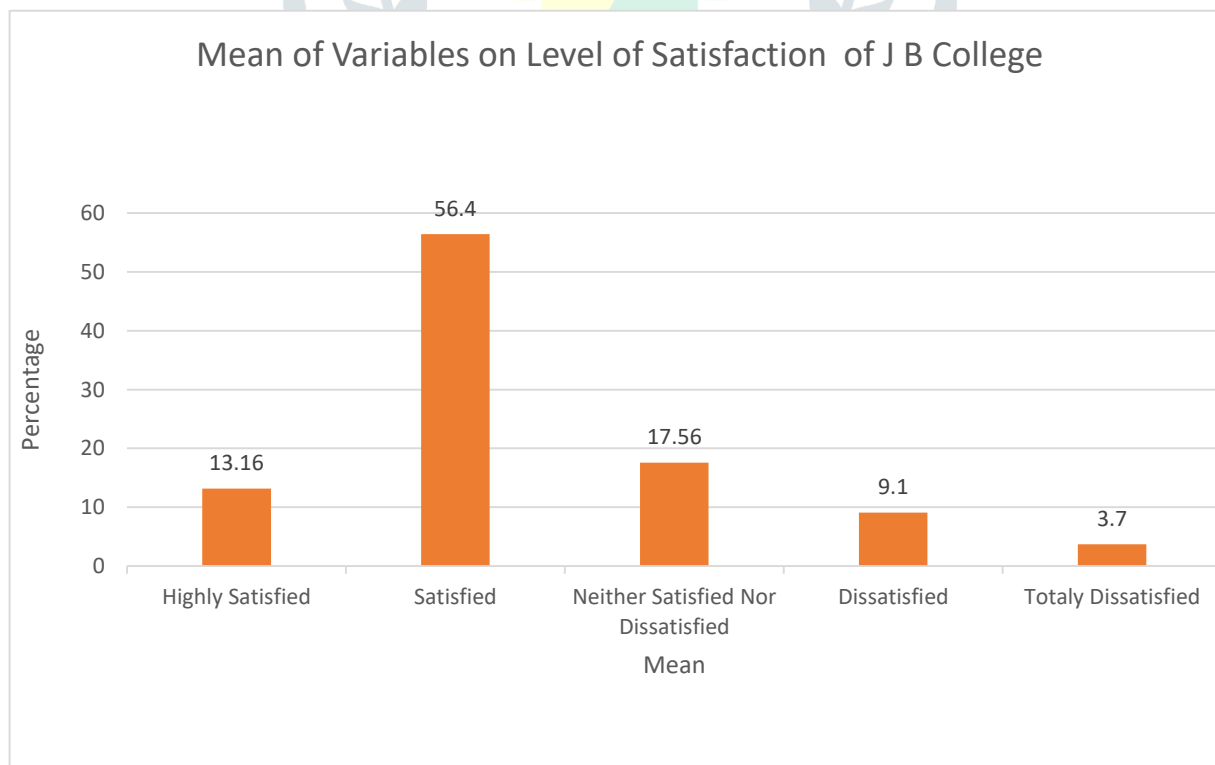
Table – 6.2

Mean of Variables on Level of Satisfaction of J B College,

Variables	Highly Satisfied	Satisfied	Neither satisfied nor Dissatisfied	Dissatisfied	Totally Dissatisfied	Total
Supervision	5	22	9	1	0	37
Cleanliness on Work	2	17	8	6	4	37
Canteen Facilities	6	19	9	3	0	37
Toilets	3	16	7	7	4	37
Equipment's	6	19	9	2	1	37
Relation with Authority	9	26	2	0	0	37
Use of Biometric Machine	3	25	4	3	2	37
Working Environment	5	23	4	5	0	37
Total	39	167	52	27	11	296
Mean	4.87	20.87	6.50	3.37	1.37	37
% of Mean	13.16	56.40	17.56	9.10	3.70	100

Source: Compiled from primary data.

Figure 2



The respondents' attitude towards the variables which are the supervision, cleanliness in work place, canteen facilities, toilets facilities, equipment's facilities, relation with authority, use of biometric machine and working environment are concerned, it has been analyzed with the mean of different variables on the basis of opinions of the respondents. It is observed that their opinions are distributed more towards higher side, that it is satisfied, like the overall satisfaction. There is significant differences in level of satisfaction in 5 groups. It reveals that a maximum of 56.40 p.c. lies in the second category which refers to 'satisfied' group and 13.16 p.c. in 'highly satisfied' group followed by 17.56 p.c. which represents 'neither satisfied nor dissatisfied'. However, still 12.80 p.c. respondents belongs to highly dissatisfied and dissatisfied groups combined together.

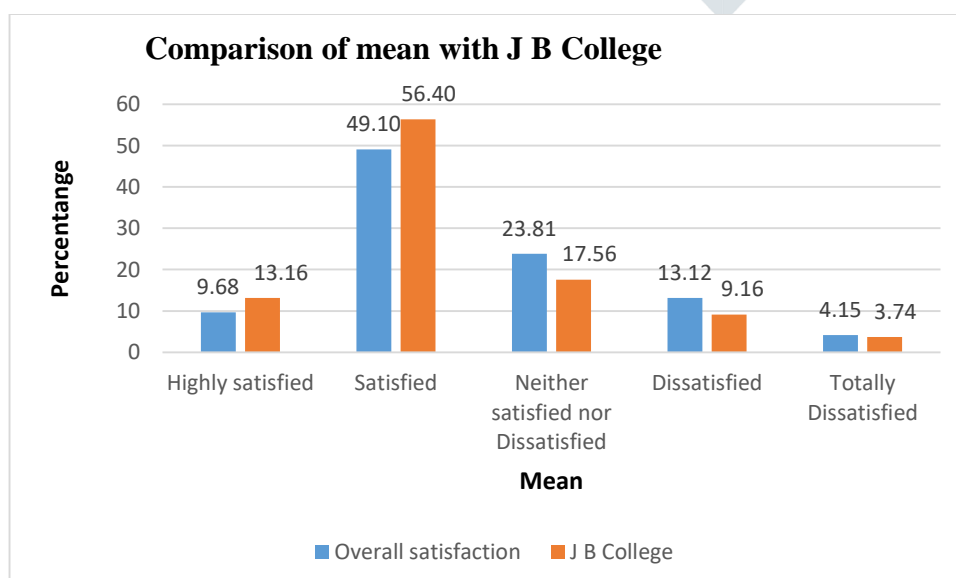
The level of satisfaction in both the groups, J.B. College (Autonomous) and the sample colleges (Jorhat District) as a whole do not reveal supremacy of one or another. In all there is a minor difference in between the groups either of the groups maintains different level of satisfaction as reported in Table – 6.3

Table – 6.3
Comparison of Sample Colleges mean with J B College, Jorhat

Sl. No.	Level of Satisfaction	Mean	
		Overall Satisfaction of sample colleges in percent	J B College Satisfaction in percent
1	Highly satisfied	9.68	13.16
2	Satisfied	49.10	56.40
3	Neither satisfied nor Dissatisfied	23.83	17.54
4	Dissatisfied	13.12	9.16
5	Totally Dissatisfied	4.15	3.74
Total Percentage		100	100

Source: Compiled from primary data.

Figure 3



It is evident from Table – 6.3 that the level of satisfaction of J B College is high in all respects than the overall satisfaction of the responding colleges of the district under study. Also there are significant differences in five variables. In highly satisfied variable, 9.68 p.c. maintains overall satisfaction level for total sample colleges as against a high of 13.16 p.c. of the respondents of J B College. Therefore, it leads to conclude that the faculties of J B Colleges are more satisfied than overall average level of satisfaction of sample colleges. Similarly, in satisfied variable, 49.10 p.c. is from overall average as against a high 56.40 p.c. from J B College respondents. Therefore, it reveals that the respondents of J B College are again more satisfied than the respondents of average of sample colleges. On the other hand in dissatisfied variable it is lesser in J B College than the number of overall average of the sample colleges. The level of factors of dissatisfaction taken all together is also declining for both the groups. Contrary to overall average level of dissatisfaction of sample colleges, ‘neither satisfied nor dissatisfied’, ‘dissatisfied’ and ‘totally dissatisfied’ have shown lower at 23.81 p.c., 13.12 p.c., and again 4.15 p.c. respectively. It however has been as low as 17.54 p.c., 9.16 p.c. and 3.74 p.c. respectively for all those factors of level considered in J B College. The overall picture of satisfaction is better in J B College as compared to the overall average of sample colleges of the district. This apart the negative aspect or dissatisfaction factor of the faculties has shown a declining picture for all the colleges under study.

7. CONCLUSSION

The basic reasons of low job satisfaction of the teaching staff in the colleges is because of poor response of the authorities against certain factors. The factors which need special attention include timely promotion of the teaching staff, better working condition, proper use of Bio-metric machine, authorities’ timely initiative to improve working environment, positive relation with the authority, good relation with the colleagues and adequate canteen facilities, etc. These factors play a pivotal role in proper functioning of the teaching staff and are responsible for dissatisfaction of the faculties which in turn demotivate the teaching staff. The respondents of J B College are more satisfied on the variables like supervision, cleanliness in work place, canteen facilities, toilets facilities, equipment’s facilities, relation with authority, use of biometric machine, working environment as supported by 56.40 p.c. of the respondents favourably. Therefore, they are more satisfied with these variables compared to rest of the colleges under study when only 49.19 p.c. of the sample respondents in total is in satisfied group. In the dissatisfied group, trends of both the J B College and the Overall response is similar and move towards decreasing to first group.

8. REFERENCES

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