APPLICATION OF VARIOUS MOTIVATORS TO TEACHING PROFESSION

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ABSTRACT

According to Fredrick Herzberg’s Two Factor theory of motivation, there are two type of factors viz motivational and hygiene factor. Motivational factors are the ones which really motivate employees perform well. Hygiene factors are the ones whose absence lead to dissatisfaction but there presence can’t ensure satisfaction. In case of teaching profession there are economic and noneconomic factors which play important role in motivating teachers. Zimmerman (1968) describes the college professor as an individual with a motivational structure that has: (a) high educational expectancy, (b) low economic motivation and financial expectancy, (c) a felt need of high ethical standards, (d) a need to communicate facts and ideas to others on an interpersonal level. However, confusion still exists as to what really motivates the college teacher to teach. As Bess (1981) states, "...we still are quite unsure about what does make the occupation of teaching and doing research in higher education as satisfying as it must be"

Various available motivators are considered for the research paper. An analysis of these factors has also been made especially relating to its application to the teaching profession. The comments are given based on the study elaborate literature review of various articles and books written by eminent educationist on the state of technical education.

Key Words: Fredrick Herzberg’s Two Factor theory of motivation, economic and noneconomic factors, high educational expectancy, low economic motivation
VARIOUS MOTIVATORS AND TEACHING PROFESSION

1. Money

In case of teaching profession there have been gross complaints on the part of teachers that their remuneration is not sufficient enough especially compared to other profession. A graduate finishing his engineering or a student who has finished his MCA would obviously prefer to join the corporate world rather than turning towards academics on account vast difference he finds between salary what he would get as corporate employee and as a teacher. Teaching profession is thus losing best talent on account of poor reward system. Some have even accused the lower reward system to the low status of teachers in the society. Some even going to the extent saying teachers value in marriage market is so low; marrying a teacher is considered to be the last choice. Their has been urgent need to look into pay scales of teachers. Fortunately Six Pay Commission recommendations or Chadhha Committee recommendations which have been made to UGC have raised the pay scale of teachers significantly.

2. Job Design

The job design in case of teachers’ job needs to be seriously looked into. Some teachers complain about their jobs as being boring and monotonous of conducting lectures one after another. The word lecture has become synonymous with boredom. Management should try to make job of teacher more interesting by providing conducive organization environment and designing a good system of feedback and performance appraisal and linking performance and creativity of teacher to reward system. Today one can hardly find any connection between performance and pay in teaching profession.

3. Job Enrichment

If we try to match the characteristics of enriched job with that of teacher’s job, many of the characteristics are missing. There is complete lack of accountability in case of teachers. They don’t like to be evaluated by either management, peers or students or even by themselves. Teachers do not get feedback to their performance. A proper system of feedback must be designed in order to let him know how he is doing. The Indian education system is said to be over administered and under led. There many bureaucratic hurdles, requiring him asking permissions for grant of resources and a teacher find less control over his job. There is lack of autonomy and more controls and restrictions. A teacher is supposed to be in the learning process throughout his life. But how many teachers actually upgrade their knowledge is also a serious question. Teacher’s job in its originality is said to be the most enriching. It is called as “Mother of All Professions”. It is either the less dedicated teachers and bureaucratic administrative system which has dampened its enrichment.

4. Job Enlargement

In case of teaching profession, teachers are already overloaded with the number of lectures to be taken per week. They find less of time for research or consultancy. So the concept of job enlargement has no bearing on teaching profession.
5. Job Rotation

Job rotation or what is famously known in the educational world as “Faculty Exchange Program” can be of great motivators for the teachers where faculty member of one institute get a chance to teach in another institute and vice versa. It is an enriching experience to the teacher as he addresses new students and faces new environment. He gets to learn lot which goes a long way in developing his abilities as a teacher. Some of the institutes in India have got tie ups for Faculty Exchange Program with Foreign Institutes.

6. Participative Management/ Employee Involvement

A teacher needs to be the owners of the entire process of passing on knowledge to the student. Right from designing the syllabus, deciding the lecture schedule, methodology of teaching, setting question paper, conducting examination, evaluating question papers and giving feedback to students about their performance; a teacher should be involved in each of the process.

However what we find in India, a teacher teaches the syllabus designed by someone else which remains unchanged for years together losing its relevance to the changing times, exam papers are set by different teachers, and evaluation is made by another teacher. So a teacher has got little control over the process. A teacher should be actively involved in each part of the process.

However caution needs to be taken about the conditions those are required for implementing participative management. One is that employees are ready to accept the responsibilities and the other they should have full knowledge of the subject. How many teachers have got updated knowledge regarding their subject? How many of them are in touch of Industry happenings? is a real question. But participative management can certainly work well in case of growth oriented teachers who want to be involved actively in each part of the process of passing on knowledge to the students.

7. OB Mod (Behavioural Modification)

In OB Mod the first step is to identify the critical behaviour that makes a significant impact on the employee’s job performance. A frequency is obtained by determining the number of times that the identified behavior occurs under present conditions. Actions that will be taken by the organization in order to increase the frequency of desirable critical behavior and to decrease the frequency of undesirable behavior. OB Mod can be used in an effective way in the teaching profession to solve certain problems of like absenteeism of the teachers, not engaging classes, engaging classes late than the scheduled time. The director or principal or the HoD can observe the number of times the behavior is taking place and can analyze the behavior and its causes. Accordingly he can design appropriate strategy to instigate desired behavior. However management must remember positive reinforcer will always work well in case of teachers than negative reinforcers. As the teaching community comes under highly intellectual class, any kind of action resulting in hurting self-esteem of teacher can result in drastic reaction on the part of teacher as harsh as deciding to leave the institute; there by losing a good teacher at times. Teaching is highly skilled job and seeks autonomy and freedom. Late arrivals, irregular lectures on couple of times can certainly be neglected. Too much of surveillance on the activities of the teacher should be avoided. But if the undesired action continues for long period of time then certainly OB Mod can be brought into effect with negative reinforcers.
8. QWL in case of Teaching Profession

One would find a teacher leaving miserable life as far as his work life is concerned. The compensation what a teacher gets is quite less compared to other professions like civil services or corporate jobs. One would also find exploitation of young talent in the form of clock hour basis payment system. The place he works, some times does not have a room for teachers to sit and eat their lunch, forget about special cabins, computers, internet. He supposed to address an over crowded classroom or a deserted classroom with very few students being present who keep on changing every day. A teacher may find complete lack of dignity the way he is treated by the management and some times by the students. Job security aspect is also missing at times when they are recruited on contract basis especially in case of privately owned colleges. There are no rewards for good performance. He works in an environment which is spoiled with politicization, nepotism, corruption, manipulation and there is hardly any motivation for growth and advancement. Quality of Work Life of teacher certainly needs to be improved in case of teaching community.

9. Management by Objective

In case of teaching profession also MBO can work well where the teacher and the concerned Head of Department can set the goals for the academic year, actively involving the teacher and also the parameters to be used for evaluating the performance of the teacher. At the end of a particular time period, both can again sit together relook at the performance and find out ways to improve if it is not upto the mark.

10. Skill - Based Pay Plans

In case of teaching profession skill based plan can be applied whereby a teacher who can teach or has got qualification in diverse areas can be paid more accordingly. It will also encourage the teachers to get qualified in other areas also. It can help the institute reduce the dependence on visiting faculty; sometimes it’s difficult to find good visiting faculties. The same work can be done by “in-house” faculty. Suppose, a Management teacher with HR specialization acquires degree in Law, his compensation can be increased considering that he can be used for teaching some of the legal aspect related to the subject or may be a Marketing specialists faculty member acquires a degree in International Business or Economics, payment can be upgraded since he is more qualified and can fit to teach different subjects. It will encourage teachers to continue learning and acquiring knowledge process. So apart from paying teachers on the basis of seniority; skills and knowledge in different areas can be the criteria for increments. It can also reduce the perceived feeling of inequity as the teacher will perceive skill and diversified knowledge areas as critical variable in job performance.
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