

## **Influence of Rewards System on Teacher Job Satisfaction towards Private School Teachers in Cuddalore District**

**\*Dr. C. Muralikumaran**

\*Assistant Professor, Dept of Business Administration, Annamalai University, Chidambaram, Tamil Nadu, India

### **Abstract**

Job satisfaction has become an essential aspect in motivating teachers for better and greater performance. The main objective of this study is to investigate the role of rewards system in predicting employee job satisfaction from private school teachers in Cuddalore district. Descriptive research method was adopted for this study using 100 valid questionnaires which were completed by selected private school teachers in Cuddalore district. Simple random sampling technique was adopted for the study. Analysis tools such as descriptive statistics and multiple regressions were adopted in this study. The study found that rewards system influenced on job satisfaction. The study concluded that private school managements should focus better working condition, improved salary, teachers' recognition, fulfill their basic needs, pay and benefits, incentives and rewards system. Which is essential to enlarge job satisfaction and their jobs should be enriched in order for them to achieve optimally in the workplace.

**Keywords:** Simple Random Sampling Technique, Descriptive Research, Job satisfaction and Rewards System.

### **Introduction**

Although money receives the most attention as incentive motivator and is even equated with reward systems by practicing managements, there is increasing evidence that contingently administered recognition can be a powerful reinforce to increase teacher job satisfaction. The purpose of this paper is to impact of rewards on teacher job satisfaction towards private school teachers in Cuddalore district.

**Incentive Theory of Motivation (Skinner)** The incentive theory suggests that people are motivated to do things because of external rewards. For example, you might be motivated to go to work each day for the monetary reward of being paid. Beside these Theories, one more categorization has also been done in the field of human motivation which is

**Intrinsic motivation:** - comes from the intrinsic value of the work for the individual.

**Extrinsic Motivation:** - comes from the desire to obtain some outcomes that are separate from the work itself.

### **Review of Literature**

Hatice Ozutkua (2012) in his study "The Influence of Intrinsic and Extrinsic Rewards on Employee Results: An Empirical Analysis in Turkish Manufacturing Industry." The instrument was administered to a sample of 217 Human Resource Managers. The results of this survey are analyzed through descriptive analysis, ANOVA and MANOVA analyses. As the main finding of the research, it has been determined that application level of intrinsic and extrinsic rewards in Turkish manufacturing industry is not high. It has been identified that intrinsic rewards have a significant influence on employee results; however extrinsic rewards do not have a significant influence on employee results in Turkish manufacturing industry. This study highlighted the importance of the intrinsic reward system for implementing TQM.

Edwinah Amah, Christine. A. Nwuche and Nwakaego Chukuigwe (2013) studied about "Effective Reward and Incentive Scheme for Effective Organizations." The paper reviews literature on the effect of effective reward and incentive scheme on organizational performance. The paper concludes that the success of organizations to a very large extent

depends on how effective their reward and incentive schemes are. The paper recommends that managers should put in place an effective reward and incentive scheme that sufficiently motivates teachers as this could enhance their productivity, responsiveness and commitment to the achievement of the organizational goals.

Rudzi Munap, Muhammad Izwan Mohd Badrillah and Baharom Abdul Rahman (2013) studied about "Organizational Rewards System and Employees' Satisfaction at Telekom Malaysia Berhad." The sampling technique applied was stratified sampling. Analysis using the regression and Pearson Correlation indicated that all the predictors had significant contribution to employees' satisfaction at Telekom Malaysia Berhad. Salary was found to be the most important factor that contributes to employees' satisfaction while incentives were found to be the least important factor. From the findings, it can be concluded that organizational rewards system has positive influences on the employees' satisfaction at the organization they worked for.

Ayesha Ajmall, Mohsin Bashir, Muhammad Abrar, Muhammad Mahroof Khan and Shahnawaz Saqib (2015) studied about "The Effects of Intrinsic and Extrinsic Rewards on Employee Attitudes; Mediating Role of Perceived Organizational Support." The study revealed that teachers felt positively about intrinsic and extrinsic rewards. The conclusion of the study defines the importance of intrinsic and extrinsic rewards in raising the effort of teachers in their work. Intrinsic and extrinsic rewards are essential for employee satisfaction, if teachers are rewarded appropriately with salaries, bonuses and increment for their hard work then they will be motivated greatly towards achievement of their representative objectives and in the same way if teachers are acknowledged properly against their efforts then they will be more satisfied and happier towards their official objectives.

Bello Olaide Wasiu and Adebajo Adeola Adebajo (2014) studied about "Reward System and Teachers Performance in Lagos State (A Study of Selected Public Secondary Schools)." The study empirically examines data collected from selected secondary schools in the state to draw a nexus between employee reward system and job performance. The findings revealed that there is a significant relationship between employee's performance and salary package, employee job allowances and performance and in-service training and employee's performance. The study therefore, recommends that adequate salary, allowances in terms of housing, health, hazard, transfer, involvement of teachers in decision making, establishment of teachers salary scale in line with other profession so as to promote job security.

Harriet Kawesa Kirunda (2004) Studied about "Performance-Based Rewards and the Performance of Teachers in Private Secondary Schools in Kampala District." The study established that performance-based rewards affect the performance of teachers by motivating them and increasing their productivity and efficiency. Due to inconsistencies in the reward systems in the private secondary schools, this study recommends that rewards be based on performance considerations after a fair and accurate evaluation of its effects on the beneficiary.

## **Research Methodology**

### **Objective**

To study the influence of rewards system on teacher job satisfaction towards food processing units in Cuddalore district

### **Hypothesis**

There is no influence of rewards system on job satisfaction towards the private school teachers in Cuddalore District.

### Sampling Technique

Simple random sampling technique was adopted for the study. Srivastava (2008) there is only a less effort need to collect the data. Actually no pre plan of executing is there.

### Data Collection

Under this technique random sampling technique was opted. Sample size was 100. The sampling area was Cuddalore District.

### Reliability

For all the items in the questionnaire design the alpha values ranged from 0.72 to 0.80. This indicates high reliability of the items in the questionnaire. With these results the consistency, dependability and adoptability are confirmed.

### Statistical Tools Used

Analysis tools such as descriptive statistics and regression were adopted in this study.

### Descriptive Statistics

Descriptive statistics is adopted for this study. Frequency analysis was performed to get knowledge about the measures of central tendency especially the Mean; with the help of the frequencies percentage analysis was also performed to get another idea about the consumers' distribution. Frequency distribution also leads to scatter study or standard deviation.

### Regression

Regression is used to find the influence of independent variables over the dependent variable.

### Analysis and Interpretation

**Table 1 Gender of the Employees'**

Variable	Category	Frequency	Percentage
Gender	Male	69	69.0
	Female	31	31.0
	<b>Total</b>	<b>100</b>	<b>100.0</b>

Source: primary data

Regarding gender of the teachers, majority of the teachers belong to male (69%). And 31 percent of them belong to female.

**Table 2 Influence of rewards system on teachers' job satisfaction towards private school teachers**

### Model Summary

R	R Square	Adjusted R Square	F	Sig.
.686	.471	.468	169.680	.000

**Coefficients**

SL.No.	Variable	B	SE	Beta	t	Sig.
	Constant	1.524	.105		14.484	.000
1	Intrinsic Rewards	.386	.043	.464	8.960	.000
2	Extrinsic Rewards	.180	.034	.277	5.351	.000

Dependent Variable: job satisfaction

The regression analysis has been carried a sample of 100 and data considering job satisfaction as a dependent variable and independent variable as a rewards system. The reaction of the teachers and effect of the rewards system on job satisfaction have been studied by the regression analysis.

**H<sub>0</sub>: There is no influence of rewards system on job satisfaction towards private school teachers.**

**H<sub>A</sub>: There is an influence of rewards system on job satisfaction towards private school teachers.**

The F value obtained for the analysis is 169.680 which are significant at one percent level. Hence the assumed regression model may be considered as a good fit. The value of R<sup>2</sup> is 0.471 and implies that 47.1% of job satisfaction is influenced by the rewards system.

Considering the significant individual regression coefficients, it is seen that the intrinsic rewards shows (Beta – 0.464, t – 8.960, p – 0.000) and extrinsic rewards shows (Beta – 0.277, t – 5.351, p – 0.000). Hence the p values are 0.000 and the null hypothesis is rejected and significant at 1% level. The analysis found that rewards system is influenced on job satisfaction towards private school teachers in Cuddalore District.

**Findings**

The regression analysis has been carried a sample of 100 and data considering job satisfaction as a dependent variable and independent variable as a rewards system. The F value obtained for the analysis is 169.680 which are significant at one percent level. Hence the assumed regression model may be considered as a good fit. The value of R<sup>2</sup> is 0.471 and implies that 47.1% of job satisfaction is influenced by the rewards system. The analysis found that rewards system is influenced on job satisfaction towards private school teachers in Cuddalore District.

**Conclusion**

Job satisfaction has become an essential aspect in motivating teachers for better and greater performance. The main objective of this study is to investigate the role of rewards system in predicting teacher job satisfaction from private school teachers in Cuddalore district. Descriptive research method was adopted for this study using 100 valid questionnaires which were completed by selected private school teachers in Cuddalore district. Simple random sampling technique was adopted for the study. Analysis tools such as descriptive statistics and multiple regressions were adopted in this study. The study found that rewards system influenced on job satisfaction. The study concluded that private school teachers’ managements should focus better working condition, improved salary, and teachers’ recognition, fulfill their basic needs, pay and benefits, incentives and rewards system. Which is essential to enlarge job satisfaction and their jobs should be enriched in order for them to achieve optimally in the workplace.

**Reference**

Ayesha Ajmal1, Mohsin Bashir, Muhammad Abrar, Muhammad Mahroof Khan and Shahnawaz Saqib (2015) "The Effects of Intrinsic and Extrinsic Rewards on Employee Attitudes; Mediating Role of Perceived Organizational Support." *Journal of Service Science and Management*, 2015, 8, 461-470, Published Online August 2015 in SciRes.

Bello Olaide Wasiu and Adebajo Adeola Adebajo (2014) studied about "Reward System and Teachers Performance in Lagos State (A Study of Selected Public Secondary Schools)." *Kuwait Chapter of Arabian Journal of Business and Management Review* Vol. 3, No.8; April. 2014.

Edwinah Amah, Christine. A. Nwuche and Nwakaego Chukuigwe (2013) studied about "Effective Reward and Incentive Scheme for Effective Organizations." *Research Journal of Finance and Accounting* [www.iiste.org](http://www.iiste.org), ISSN 2222-1697 (Paper) ISSN 2222-2847 (Online), Vol.4, No.13, 2013.

Harriet Kawesa Kirunda (2004) "Performance-Based Rewards and the Performance of Teachers in Private Secondary Schools in Kampala District." 2004/HD04/0694U.

Hatice Ozutkua (2012) in his study "The Influence of Intrinsic and Extrinsic Rewards on Employee Results: An Empirical Analysis in Turkish Manufacturing Industry." *Business and Economics Research Journal*, Volume 3 Number 3 2012, pp. 29-48, ISSN: 1309-2448, [www.berjournal.com](http://www.berjournal.com).

Rudzi Munap, Muhammad Izwan Mohd Badrillah and Baharom Abdul Rahman (2013) "Organizational Rewards System and Employees' Satisfaction at Telekom Malaysia Berhad." *Journal of Educational and Social Research*, MCSER Publishing, Rome-Italy, Vol. 3 No. 3, September 2013, ISSN: 2239-978X, E-ISSN: 2240-0524.