Dr. R Kavitha
Assistant Professor of
Commerce, Periyar University,
Periyar Palkalai Nagar, Salem
636011. India.

Comparison of teachers performance with rewards system with reference to select schools in Salem, Tamilnadu

Dr. R Kavitha

Abstract
The success of organization depends upon its human resource. Human resources are the most important factors to do the work effectively and efficiently. They cannot succeed without their employees' efforts and commitment. The aim of the study is to know how the teachers' performance connected with reward system. In order to know the performance, three schools were selected for study. 100 respondents were selected randomly for collecting data through interview schedule. The finding of the study shows that there is significant relationship were found between reward system and teachers performance. Therefore study concludes that teachers performances vary based on the reward system provided by the institutions.

Keywords: Teachers, Performance, Reward, School, satisfaction

Introduction

The long term success of an organization mainly depends on its human resource. Organizations are social systems where human resources are the most important factors to do the work effectively and efficiently. They cannot succeed without their employees' efforts and commitment. They perform according to assigned responsibilities in order to achieve organizational goal and objectives. Their supervisors expect that the employees would meet the management expectations on time by conforming to the organizational policies, rules, and regulations.

Every organization has different approach of managing rewards in order to ensure its effectiveness and efficiency. A reward system consists of financial rewards and employee benefits, which is commonly called total remuneration. It is the reward system which determines levels, pay structure, base pay, employee benefits and all non-financial how its employees will be rewarded. The educational sector is not an exception. Teaching as an occupation is regarded as a noble or respected profession and any educational institution that employs teachers set up systems to reward them.

Rewards management is one of the basic tools which supervisors use to motivate their employees. In fact, employees at different level in an organization are motivated by different types of rewards. The main reward for performing work is salary or wages. Aside salary and benefit, compensation, health insurance, official car, leave allowance, transport allowance, housing/rent subsidy, end of year or festival bonus, paid annual leave, long service award, beneficial loans, bonuses, and many more.

Statement of the Problem

Many organizations give performance to the profit and forget the employees who are the main contributors to the company's profits. The management of these companies tends to treat employees like machines. They do not know that employees need to be communicated to in a particular manner, develop trust and mutual relationship and even provide them with personal protective equipment at work place. Hence, it is against this the study sought to establish ways in which employers and employees can co-exist harmoniously and attain the organizational objectives. The key areas that determine this relationship are communication, maintenance of employees and reward of employees.

The 'salary offer' has negative effect on teacher's motivation on the context of the private schools. Indeed, there is a very high unemployment rate in the city there fore, teachers have

Correspondence
Dr. R Kavitha
Assistant Professor of
Commerce, Periyar University,
Periyar Palkalai Nagar, Salem
636011. India.

to work very hard to retain either full time or part time employment. On the other side, a very high competition is observed among private schools due to a very high rate of small private-school openings during the last decade. To compete against the rival schools in the town, the school management cannot afford to increase tuition fee thus, they are compelled to manage at a low cost rate rendering them unable to significantly increase the salary of their school teachers.

Hence, private school teachers are often low-paid staff; it becomes very difficult for them to make both ends meet. As a result, these under paid private school teachers usually get demotivated with a nominal increase in their annual salary.

Significance of the Study
The poor salary package and the irregular mode of payment adversely affect teacher's performance in the classroom. Peterson (2003) in his view says that the current school environments are a reward scarce setting for professional work and often seem to work against teachers best effort to grow professionally and improve students' learning be referred to as those factors that operate within the school system which if not made available to the teachers would hamper performance, cause stress, discontent and frustration all of which subsequently reduce students quality output and enhance teachers decision to leave the job. Therefore the researcher has taken this area to know the performance level of employee based on the reward system provided by the management.

Objectives of the Study
1. To examine the relationship between reward system and teachers' performance.
2. To measure the level of satisfaction of intrinsic and extrinsic rewards with age and education.

Hypotheses
Ho: There is no relationship between reward systems and teaching enthusiasm, job effectiveness.

Ho: There is no relationship between gender, age, educational qualification and level of satisfaction.

Research Methodology
In order to know how the rewards systems motivate the employees to do the work effectively, three schools were selected viz, Neelambal Higher Secondary School, Gayathri Higher Secondary School and Gayathri Matriculation Higher School, in Salem city. The study contains primary as well as secondary data. The primary data was collected through interview schedule from 100 respondents in the three schools based on the simple random sampling techniques. Moreover Secondary data were collected from books, journals, articles, websites and magazines. etc.,

Results and Discussions
Performance in Teaching Enthusiasm and Reward System
In order to find the relationship between the Teachers' enthusiasm in teaching and their rewards systems, the chi-square test was applied.

Null hypothesis H$_0$: There is no relationship between Teachers' enthusiasm in teaching and their rewards systems

Table 1: Teaching Enthusiasm and Reward System

	Value	Df	P value	Remarks
Scale of pay	74.159	16	.000	Significant
Bonuses	44.907	16	.000	Significant
Salary increment	55.296	16	.000	Significant
Honorarium	25.484	16	.042	Significant
Allowances	53.256	16	.000	Significant
Empowerment	59.031	16	.000	Significant
Employee participation	71.330	16	.000	Significant
Promotion	47.430	16	.000	Significant
Accommodation	34.199\	16	.005	Significant
Medical for self and family	74.159	16	.000	Significant

It is noted from the table that the p value is less than 0.05 between teachers' enthusiasm in teaching in this schools and reward system at significant at 5 % significant level. From the analysis it is concluded that there is significant association was found between the Teachers' Enthusiasm in teaching and reward system. Hence the level of performance is varying depends on the reward system provided by the schools.

Performance in Job effectiveness and Reward System
Chi-Square test was used to find the relationship between the doing their job effectively and their rewards systems and result of the test is shown in table-2

Null hypothesis H$_0$: There is no relationship between job effectiveness and rewards systems

Table 2: Job effectiveness and Rewards System

	Value	Df	P value	Remarks
Scale of pay	48.309	16	.000	Significant
Bonuses	26.811	16	.044	Significant
Salary increment	47.582	16	.000	Significant
Honorarium	31.887	16	.010	Significant
Allowances	37.947	16	.002	Significant
Empowerment	67.267	16	.000	Significant
Employee participation	46.823	16	.000	Significant
Promotion	28.922	16	.024	Significant
Accommodation	39.238	16	.001	Significant
Medical for self and family	48.309	16	.000	Significant

The table indicates that the p value is less than 0.05 for doing their job effectiveness and reward system at 5 % significant level. Hence it is concluded that there is significant association was found between the job effectiveness and reward system. Hence the level of performances vary depends on the reward system.

Gender and Level of Satisfaction
In order to find the relationship between the gender and their level of satisfaction about reward system the chi-square test was employed.

Null hypothesis H$_0$: There is no relationship between gender and level of satisfaction about reward system

Table 3: Chi square Test- Gender and Level of Satisfaction

	Value	Df	P value	Remarks
Scale of pay	13.469	4	.009	Significant
Bonuses	20.261	4	.000	Significant
Salary increment	15.133	4	.004	Significant
Honorarium	20.308	4	.000	Significant
Allowances	17.287	4	.002	Significant
Empowerment	16.884	4	.002	Significant
Employee participation	17.287	4	.002	Significant
Promotion	12.964	4	.011	Significant
Accommodation	16.739	4	.002	Significant
Medical for self and family	18.646	4	.001	Significant

Table 4: Chi square Test- Age and Level of Satisfaction

	Value	Df	P value	Remarks
Scale of pay	9.512	12	.659	Not significant
Bonuses	17.755	12	.123	Not significant
Salary increment	11.894	12	.454	Not significant
Honorarium	7.319	12	.836	Not significant
Allowances	12.031	12	.443	Not significant
Empowerment	15.297	12	.226	Not significant
Employee participation	12.746	12	.388	Not significant
Promotion	18.039	12	.115	Not significant
Accommodation	8.610	12	.736	Not significant
Medical for self and family	15.882	12	.197	Not significant

It is noted from the table 3 that the p value is less than 0.05 for gender, and level of satisfaction. From the analysis it is concluded that there is significant association was found between the gender and level of satisfaction. Therefore, level satisfaction is differing based on the male and female wise.

Age and Level of Satisfaction
In order to find the relationship between the age and their level of satisfaction, chi-square test was applied and result is shown in table 4

Null hypothesis H_0: There is no relationship between age and level of satisfaction about reward system

It is noted from the table 4 that the p value is more than 0.05 for age and level of satisfaction. From the analysis it is concluded that there is no significant association was found between the age and level of satisfaction. Hence the levels of satisfaction don't vary based on the age group of employees of the schools.

Educational Qualification and Level of Satisfaction
Chi-square test was applied to find the relationship between the educational qualification of the employees and satisfaction level.

H_0: There is no association between educational qualification and level of satisfaction about reward system

Table 5: Chi square Test- Educational Qualification and Level of Satisfaction

	Value	Df	P value	Remarks
Scale of pay	22.249[a]	12	.035	Significant
Bonuses	7.834[a]	12	.798	Not significant
Salary increment	8.486[a]	12	.746	Not significant
Honorarium	20.255[a]	12	.062	Not significant
Allowances	15.720[a]	12	.204	Not significant
Empowerment	14.275[a]	12	.284	Not significant
Employee participation	13.004[a]	12	.369	Not significant
Promotion	14.278[a]	12	.283	Not significant
Accommodation	21.760[a]	12	.040	Significant
Medical for self and family	12.910[a]	12	.376	Not significant

It is noted from the table that the p value is less than 0.05 for education and Scale of pay, Accommodation. The results are significant at 5 %. From the analysis it is concluded that there is significant association was found between the Education and satisfaction level in the reward system viz. Scale of pay, Accommodation Similarly the p value is more than 0.05 for educational qualifications and Bonus, Salary increment, Honorarium, Allowances, Empowerment, Employee participation, Promotion, Medical for self and family it is concluded that there is no significant association was found between the educational qualification and level of satisfaction in the case of Bonuses, Salary increment, Honorarium, Allowances, Empowerment, Employee participation, Promotion, Accommodation, Medical for self and family.

Suggestion
As per chi square result, performance in teaching enthusiasm is high in the scale of pay and medical for self and family. So the management should motivate the teacher by giving rewards to improve the performance of the teacher. The low level satisfaction is found in promotion, scale of pay,

accommodation and salary increment. Hence the management should give proper rewards to the teachers which are expected by teachers to improve the level of satisfaction. Moreover the teachers have given suggestion while collecting the questionnaire that the bonus should be provided every year properly during the festival season. So the managements have to concentrate the bonus systems properly.

Conclusion
Reward system was considered important to motivate the teachers, promote good performance to improve teacher relations, fair and equal treatment and contribute to individual records. Reward system was found in many private schools are less to their teachers despite their academic qualifications and some other qualification passed by the teachers. In this study it is concluded that, the schools have been providing adequate rewards both extrinsic and intrinsic to the teachers. Moreover, the schools have to concentrate the rewards system based on their demographical variable of the teachers in future.

Reference

1. Bello Olaide Wasiu. Reward system and employee performance in lagos state (study of selected public secondary schools) Kuwait chapter of Arabian Journal of Business and Management Review. 2014, 3(8).
2. Charles Akomea Bonsu. Effects of motivation on job performance of local government workers in Ghana: A case study of Atiwimanwabiagya district assembly in the Ashanti region International Journal of management Sciences. 2014; 2(8):337-350.
3. Dr. Faroog- E-Azam Cheema. Impact of Non –monetary rewards on employees' motivation: A study of commercial banks in Karachi. Journal of Management and Social Sciences. 2013; 9(2):23-30.
4. Dragana Jovanovic. Relationship between Rewards AND Intrinsic motivation for learning- Researches Review Procedia- Social and behavioral science 2014; 149(5):456-460.
5. Gerald Ledford Jr E. The changing landscape of employee rewards: Observations and prescriptions Organizational Dynamics, 2014; 43(3):168-179.
6. Joerihofmans. Satisfaction Journal of Vocational Behavior, 2013, 82(1).
7. Miriam Erez. Effects of goal difficulty, self set goals, and monetary rewards on dual task performance. Organizational Behavior Human Decision Process, 1990; 47(2):247-269.
8. Sunmee Choi. Effects of a reward program on including desirable customer behaviors: The role of purchase purpose 'reward type and reward redemption timing. International Journal of Hospitality Management. 2013; 32:237-244.
9. Zaherawati Zakaria. The Relationship between Reward Practice and Employees Performance: An Empirical Study International Conference on Management and Artificial Intelligence IPEDR [2011] IACSIT Press, Bali, Indonesia, 2011, 6.