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A Study on School Teachers' Satisfaction with Salary and Compensation

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Abstract

Teacher is a key aspect in education system. The quality of education largely depends on the quality of teachers. The entire education system revolves around teachers and the students. Teachers are the architectures where and the students are their creation. Among the many factors influencing job satisfaction, salary and allowances occupy a central position, as they directly impact the economic stability, motivation, and overall quality of work life of teachers. Money is the main source of satisfaction for workers. Money can be considered as a hygienic factor and motivational factor. If an employee has given salary below his expectation he may be dissatisfied. But the salary above the expectation may leads to higher satisfaction and provides motivation. In Maharashtra compensation policy of the permanent teaching staff working in the primary, secondary and higher secondary schools is decided by state government. The compensation is given according to grades of position of teachers. The aim of the present paper is to understand the salary and compensation packages for teachers in primary secondary and higher-secondary schools, to study teachers' opinions on various aspects of salary and compensation and analysis teachers' satisfaction on salary and compensation. The study has conducted in Ichalkaranji city and its surrounding area, located in Kolhapur District, Maharashtra, India. Ichalkaranji is one of the fastest growing cities in India.

Keywords: education, school teachers, the salary and compensation packages for teachers, quality of work life of teachers, Ichalkaranji

Introduction

Teachers play a pivotal role in shaping the future of any nation by nurturing and developing the knowledge, skills, and values of students. Their performance and dedication are closely connected to the level of satisfaction they derive from their profession. Among the many factors influencing job satisfaction, salary and allowances occupy a central position, as they directly impact the economic stability, motivation, and overall quality of work life of teachers.

In the present educational system, teachers are often expected to take on multiple responsibilities, ranging from academic instruction to administrative duties and extracurricular involvement. While their workload has increased over time, the extent to which they feel adequately compensated remains a matter of concern. Salary and allowances not only serve as financial rewards but also as indicators of recognition, respect, and value given to the teaching profession. Insufficient or delayed compensation may lead to dissatisfaction, lower morale, stress, and even attrition, whereas fair and timely financial benefits can enhance motivation, efficiency, and commitment towards their work.

This study aims to analyze teachers' satisfaction levels regarding their salary and allowances, and to understand how these factors influence their professional outlook and performance. By examining teachers' opinions and experiences, the research seeks to highlight gaps between expectations and reality, thereby providing insights that may assist policymakers, administrators, and educational institutions in formulating strategies to improve teachers' quality of work life.

Objectives

The objectives of the present paper are

1. To understand salary and compensation packages for teachers in primary secondary and higher-secondary schools.
2. identify various aspects (variables) of salary and compensation with respect to teacher.
3. To study teachers' opinions on various aspects of salary and compensation.
4. To analysis teachers' satisfaction on salary and compensation.

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Research Methodology

Collection of The Data

The data for the present study is obtained from following primary and secondary sources.

A) Primary Data

The Primary Data Was Collected By Administering Pre-Tested Questionnaire To The Selected Respondents I.E. Teachers, /Head Masters And Members Of The Management Of The Education Institutes Serving In Primary, Secondary And Higher Secondary Schools In Ichalkaranji City.

B) Secondary Data

The Secondary Data Was Collected From The Office's Educational Institutions In The Study Area. The Said Data Is Also Collected Through Books, Research Articles, Journals And Ph.D. Thesis Mainly

From The Library Of Shivaji University And Web Site Of Shodh Ganga And Other Websites On Internet.

C) Study Area

The study will be conducted in Ichalkaranji city and its surrounding area, located in Kolhapur District, Maharashtra, India. Ichalkaranji is one of the fastest growing city in India.

Sample Design

A) The Universe

The study universe of the present study consists of permanent teaching staff serving in primary, secondary and higher secondary schools in the area of Ichalkaranji city. The universe of the present study is shown in the below table.

Table No. 1: Study Universe

Type of School	No. of Schools	No. of Teachers
Primary School	75	485
Secondary School	36	584
Higher Secondary School/ Junior Colleges	7	110
Total	118	1179

Source: Data provided by Ichalkaranji Nagarpalika & Field Work

As shown in the table No. 1 There are 1179 permanent teaching staff serving in these institutions as on 25.07.2020. Accordingly the universe of the present study consists of 1179 teachers from 119 schools in Ichalkaranji city.

B) Selection Of Sample

Mixed sampling design was adopted to select the sample respondent. It is the combination of probability and non-probability sampling procedures in selecting a sample. It is shown in the below table

Table No. 2: Sampled Schools

Type of School	Total Permanent Staff	Sampled Teachers	Percentages
Primary Schools	485	126	25.97%
Secondary Schools	584	167	28.60%
Higher Secondary Schools/ Junior Colleges	110	27	24.55%
Total	1179	320	27.14%

Source: Compiled From Survey Data

As shown in the table 320 teachers have been sampled out of total 1179 (i.e. 27%) for the study.

Salary And Compensation

Money is the main source of satisfaction for workers. Money can be considered as a hygienic factor and motivational factor. If an employee has given salary below his expectation he may be dissatisfied. But the salary above the expectation may leads to higher satisfaction and provides motivation. Further an employee with good salary can satisfy his most of other needs.

Compensation package includes basis pay, dearness allowance, incentives, fringe benefits like contribution to insurance premium, pension, provident funds contribution, tuition reimbursement, medical expenses by employer, newspaper allowance, entertainment allowance, telephone charges, electricity charges, travelling allowance, holiday homes, leave fare concessions, fuel allowance,

education allowance, profit sharing etc., and social welfare allowance.

In countries like India pay package is the major tool for motivating and satisfying employees. The good pay packages are important for increasing quality of work life on following grounds:

1. It is the biggest source of motivation and satisfaction. In the teaching profession it is very important because a teacher should be pleasant at work as it has direct impact on the students.
2. It is required to attract competent employees in the organisation and in the profession especially in teaching profession because after taking education a person will have wide range of opportunities. He or she can use his knowledge or education in a factory or teaching in any educational institution or to start his or her own academy or classes.
3. The pay package is important to retain the existing employees.

4. It raises the efficiency. An employee can be motivated to use the latest technology.

An organisation should provide adequate and fair compensation to their employee. While deciding the compensation policy cost of living, demand for labour, ability to pay, ability, educational qualification, skills, performance, experience, contribution, compensation offered by other organisation, labour unions and government regulations should be taken into account. Further the location in which the employees are working is also important because the value of same amount of salary offered in urban area, semi urban area and rural area may not be similar. The employee living in rural area can satisfy his needs at relatively lower amount than urban area. Therefore, urban based organisation should give some extra allowances to the employees.

The compensation policy is also required to change from time to time. If cost of living increases the salary should also be raised. Again, the inflation factor must be taken into account which deciding the compensation.

Salary And Compensation Packages for Teachers in Primary Secondary and Higher-Secondary Schools

Salary and compensation is an important source of satisfaction for teachers. Generally, compensation package of permanent teachers serving in government aided institutions includes following elements

1. Monthly basic salary including advance grade pay (AGP).
2. Dearness Allowance
3. House Rent Allowance
4. Travelling Allowance
5. Contribution to Provident Funds
6. Pension
7. Refund of Medical Expenses of an employee and his dependents
8. Exams related pay like allowance for paper setting, assessment, supervision etc.

In Maharashtra compensation policy of the permanent teaching staff working in the primary, secondary and higher secondary schools is decided by state government. The compensation is given according to grades of position of teachers. In India the salaries of government employees and teaching staff working in granted educational institutions are revised by the government according to the recommendations of pay commission for every 10 years.

For the present study following factors are considered for measuring analysing teachers opinions on their compensation packages:

- V1** Adequate Salary in comparison with cost of living.
- V2** Fair salary in comparison with educational qualification, ability, skills, knowledge and experience.
- V3** Fair salary in comparison with other organisation.
- V4** The fringe benefits like HRA, TA, Medical etc. given to you Adequate after retirement benefits including provident fund, pension.
- V5** The monetary benefits after your retirement. (E.g. pension, P.F.)
- V6** Prompt payment of salary
- V7** Adequate Remuneration for Examination work & Remuneration for Overtime and Extra Work
- V8** Increments and Pay Revision

In order to know respondents' opinion regarding the economic consideration, several questions were asked and their responses were taken in five options as highly dissatisfied, dissatisfied, neutral, satisfied and highly satisfied. For this purpose, above eight sub variables were identified.

The reliability test has been conducted to check the internal consistency and coverage. The Cronbach's Alpha for eight variables of salary and compensation is (0.925), as it is more than 0.7, it indicates **high internal consistency**. Teachers' opinions regarding compensation are mentioned in the table 4.8 below and interpreted thereafter.

Table No. 3: Respondents Opinions on Salary and Compensation

Que_1	Statistic	HD(1)	D(2)	N(3)	S(4)	HS(5)	Total
V1	Count	7	6	15	203	89	320
	%	2.19	1.88	4.69	63.44	27.81	100
V2	Count	7	11	19	207	76	320
	%	2.19	3.44	5.94	64.69	23.75	100
V3	Count	6	13	22	195	84	320
	%	1.88	4.06	6.88	60.94	26.25	100
V4	Count	33	59	93	94	41	320
	%	10.31	18.44	29.06	29.38	12.81	100
V5	Count	38	65	105	89	23	320
	%	11.88	20.31	32.81	27.81	7.19	100
V6	Count	19	41	67	156	37	320
	%	5.94	12.81	20.94	48.75	11.56	100
V7	Count	20	48	70	148	34	320
	%	6.25	15.00	21.88	46.25	10.63	100
V8	Count	10	27	56	162	65	320
	%	3.13	8.44	17.50	50.63	20.31	100

Source: Survey Data

Table 3 shows respondents' opinions various aspects of salary and compensation. The variables of salary and compensation are named as **V1** to **V8** and shown in the first column of the table. The respondents' opinions on these variables and the inferences drawn from the opinions of the respondents are explained below

V1 Adequate Salary in comparison with cost of living.

Table 3 depicts opinions of the teachers about their salary and other economic benefits. As shown in the table out of sample 320 respondents 7 respondents are highly dissatisfied, 6 respondents are dissatisfied, 15 respondents are neutral, 203 respondents are satisfied and 89 respondents are highly satisfied. In terms of percentages 2.19% respondents are highly dissatisfied, 1.88% respondents are dissatisfied, 4.69% respondents are neutral, 63.44% respondents are satisfied and 27.81% respondents are highly satisfied with their salary when it compared with the cost of living in their service. It can be thus inferred that majority of the respondents are satisfied with their pay, when it compared with the cost of living.

V2 Fair salary in comparison with educational qualification, ability, skills, knowledge and experience.

As shown in the Table 3 out of 320 respondents 207 respondents are satisfied, 76 respondents are highly satisfied, 11 respondents are dissatisfied, 7 respondents are highly dissatisfied and 19 respondents are neutral with their salary when it is compared with educational qualification, ability, skills, knowledge and experience. It means most of the respondents are neutral on this aspect. *Thus it can be inferred that educational qualification, ability, skills, knowledge and experience leads to increase in expectations of the respondent regarding their pay.*

V3 Fair salary in comparison with other organisations

It is tendency of the employees to compare their salary package with the salary packages offered in other organisations. If they found other employer is paying more salary than their present salary, they may get upset and tend to switch over the job. In order avoid this and minimise employees turnover, every employer should give comparable or more salary packages to their employees as compare to other institutions. On this aspect out of sample 320 respondents, mere 1.88% respondents are highly dissatisfied, 4.06% are dissatisfied, 6.88% are neutral, 60.94% are satisfied and 26.25% respondents are highly satisfied. It means majority of respondents are satisfied with their salary when it compared with the salary offered in other organisations. Thus it can be inferred that majority of the respondents think that they are getting comparatively better salary than other organisations

V4 The fringe benefits and other monetary benefits other than basic salary

Apart from basic pay other monetary benefits including fringe benefits like health insurance, leave fare concession, holiday homes, entertainment allowances, petrol allowances, DA, HRA, TA, medical allowances, insurance etc. are paid to the employees. These monetary benefits help to ease the life and improve economic conditions of employees. These benefits also reduce the tax liability. While talking on this issue 18.44% respondents are dissatisfied, 10.31% are highly dissatisfied, 29.06% are neutral, 29.38% are satisfied and only 12.38% respondents are highly satisfied with fringe benefits and other monetary benefits paid to them. It can be inferred from the responses that there are variations of opinions of respondents on this aspect. It is because these benefits are not equal to all employees. DA and HRA are calculated on basic pay and those employees having more service and more basic pay, getting more amounts of DA and HRA than others.

V5 The monetary benefits after the retirement:

The retirement benefits like provident fund, pension, gratuity etc. provide one kind of security to employees. It gives mental satisfaction and stress-free life to the employees. In survey, researcher found that out of sample 320 respondents 38 respondents are highly dissatisfied, 65 respondents are dissatisfied, 105 respondents are neutral, 89 respondents are satisfied and 23 respondents are highly satisfied with the policy of the Govt. regarding retirement benefits. Thus here again one finds much variation among employees opinions regarding this aspect. The main reason of these variations of opinions among the respondents is that monetary benefits after retirement are not equal to all employees. It is found that those employees who joined the service before 2005 and especially the teachers serving in grantable schools are having better retirement benefits than others. Hence these employees are much satisfied while others are dissatisfied regarding the monetary benefits after retirement

V6 Prompt payment of salary

Out of the sample 320 respondents, 19 respondents are highly dissatisfied, 41 respondents are dissatisfied, 67 respondents are neutral, 156 respondents are satisfied and 37 respondents are highly satisfied with these aspects. Thus, majority of the respondents are satisfied with this aspect. Thus, *it can be inferred from the responses that majority respondents are of view that their organisation gives regular and prompt payment to them.*

V7 Adequate remuneration for examination work

Apart from regular duty of teaching, teachers have to perform examination related work like supervision, assessment of answer papers, paper setting duties etc. And for such valuable contributions, extra remuneration and

allowances are also offered to the teachers. While talking about the level satisfaction regarding the amount of remunerations and allowances, 10.63% respondents said they are highly satisfied, 46.25% are satisfied, 21.88% are neutral, 15.00% are dissatisfied and 6.25% respondents are highly dissatisfied on the remuneration provided to the teachers for work other than the teaching. From the above responses it can be understood that majority of the respondents are satisfied on this aspect. Thus it can be inferred that majority respondents have think that they are getting adequate remuneration for work other than teaching.

V8 **Increments and Pay Revision**

The salary structure of the teachers serving in grantable and government primary, secondary and higher secondary schools is decided by the state government. Further after every 10 years it is reviewed and renewed, if necessary, by the state government committee as per the recommendations of the pay commission. Increments and revision affect teachers' satisfaction level and quality of work life. In survey it was found that out of sampled 320 teachers 162 teachers are satisfied, 65 teachers are highly satisfied, 56 teachers are neutral, 27 teachers are dissatisfied and only 10 teachers are highly dissatisfied on these aspects. In terms of percentages 3.13 % teachers are highly dissatisfied, 8.44% teachers are dissatisfied,

17.50% teachers are neutral, 50.63% teachers are satisfied and 20.31% teachers are highly satisfied. Form the above responses it is found that majority of the teachers are satisfied on this aspect. For this analysis it can be inferred that there is good increment and pay revision system for the teachers in Maharashtra.

Mean Score Of Satisfaction Level Of The Respondents On Work Life Dimension

The mean score of the satisfaction level of the respondents on eight variables shown the table no. 2. These variables are Adequate Salary in comparison with cost of living, Fair salary in comparison with educational qualification, ability, skills, knowledge and experience, Fair salary in comparison with other organisation, The fringe benefits like HRA, TA, Medical etc. given to you Adequate after retirement benefits including provident fund, pension, The monetary benefits after your retirement. (E.g. pension, P.F.), Prompt payment of salary, Adequate Remuneration for Examination work & Remuneration for Overtime and Extra Work and Increments & Pay Revision. For calculating the mean score several sub-variables of these work life dimensions are identified and the responses of the sample respondents are taken on five point scale as 1. Highly Dissatisfied/ Strongly Disagree 2. Dissatisfied/ Disagree, 3. Neutral, 4. Satisfied/ Agree and 5. Highly Satisfied/ Strongly Agree. The qualitative responses are quantified by this scale and statistical mean of the responses are calculated.

Table No. 4: Mean Score of Satisfaction Level of the Respondents on Salary and Compensation

Sr. No.	Factors of Quality of Work Life	Mean	SD
1	Salary and Compensation	3.6258	0.7922

Source: Survey Data

Table No. 4 shows the mean score of satisfaction level of respondents on five point scale. Hear 1 denotes least level satisfaction and 5 denote highest level of satisfaction. The standard deviation is a measure of dispersion. It measures the spread of actual values from the average. It states how far the average is good representative. It can be observed form the above table that the satisfaction of respondents on salary and compensation is 3.1682 and that od standard deviation is 0.7922.

Conclusion

Teacher is a key aspect in education system. The quality of education largely depends on the quality of teachers. The entire education system revolves around teachers and the students. Teachers are the architectures where and the students are their creation. Teacher is the main force in the education system. Salary and compensation is an important source of satisfaction for teachers. The satisfaction level of the teachers on their salary and compensation can have significant impact on teachers' performance. Therefor it is necessary to make survey on the teachers' level of satisfaction level so as to take various steps to improve it. In the present research it was found that the mean score of satisfaction level of teachers working in primary, secondary & higher

secondary schools in Ichalkaranji city is 3.6258 on five-point scale such as 1. Highly Dissatisfied, 2. Dissatisfied, 3. Neutral, 4. Satisfied, and 5. Highly Satisfied.

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Conflicts of interest

The authors declare that there are no conflicts of interest regarding the publication of this paper.

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