



“Examining The Monetary And Non-Monetary Challenges Encountered By Assistant Professors In The Unaided Section Of Mumbai’s Degree Colleges!”

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Abstract

This research paper delves into the monetary and non-monetary difficulties faced by assistant professors in the unaided section of Mumbai's degree colleges. Through primary and secondary sources, the researcher discovered that these professors confront challenges such as inadequate salaries, minimal increments, and lack of recognition, overwhelming workloads, and favoritism. Consequently, they encounter difficulties in achieving a satisfactory work-life balance. Hence, it is imperative for colleges to address these issues by offering salaries that align with their qualifications and experience, providing recognition and reimbursement, offering additional remuneration for extra responsibilities, avoiding unnecessary workloads, and establishing fair policies for promotions and increments. Such measures would not only enhance their work-life balance but also increase the likelihood of retaining these assistant professors in the long term. By ensuring the well-being and satisfaction of assistant professors, colleges can foster their contribution to a more promising future for society.

Keywords: Assistant Professors, Monetary challenges, Non-Monetary challenges, Work-life balance.

Introduction

In academic establishments, physical, financial, and human resources constitute the tripartite foundation. Nonetheless, the human resource, specifically assistant professors, is the most pivotal element. Assistant professors wield the power to either advance or impede the institution's progress. Given that job satisfaction of assistant professors is a central component of the institution's human resource, motivation emerges as a key factor, which can be derived from both monetary and non-monetary sources. To gain a competitive edge and augment institutional efficacy, academic institutions channel considerable investments into effective monetary and non-monetary strategies for their workforce. However, it is important to note that while monetary benefits can be influential, they do not always serve as the primary motivator in academic institutions. Depending on the institution's nature and key contributors to developing a learning environment, various non-monetary benefits also motivate people differently. Hence, it

is crucial to note that both monetary and non-monetary benefits hold significant importance for assistant professors

What are monetary and non-monetary benefits? **“Monetary benefits** denote the financial remuneration and incentives extended to employees by organizations, encompassing base salaries, bonuses, commissions, profit-sharing, and various other forms of direct financial compensation.” (Richard I. Henderson December 1999).For assistant professors, monetary benefits typically include a regular salary, provident fund, pension, and insurance coverage. Some universities and states may also provide additional allowances such as travel allowance, house rent allowance, and medical benefits.**“Non-monetary benefits** refer to the non-financial forms of compensation that employees receive, including recognition, opportunities for professional development, flexible work arrangements, and a positive work environment.” (Author Vijeta Chauhan Independent researcher 2015)For assistant professors, non-monetary benefits may include job security, flexibility in working hours and workload, access to professional development opportunities such as workshops and training programs, opportunities to undertake research activities and collaborate with other scholars, and a sense of fulfillment from contributing to the education and development of students. Non-monetary benefits can be equally important and influential as monetary benefits, as they can contribute significantly to job satisfaction and overall well-being of an employee.

In colleges, assistant professors play a crucial role in ensuring high-quality education and developing their students as global citizens. This can only be achieved when assistant professors are satisfied with monetary and non-monetary benefits that help them accomplish their goals effectively. Therefore, it is crucial to have highly satisfied assistant professors, especially in colleges where assistant professors' satisfaction is of utmost importance. The courage and dedication to developing high-performance work systems can only be achieved if assistant professors are willing to give their best.

The present research aims to investigate the monetary and non-monetary issues of assistant professors in academic institutions and elaborates on the factors that hinder achieving high levels of satisfaction among assistant professors. The study highlights the need for effective monetary and non-monetary strategies, such as satisfactory salary, additional supplementary income, increments, promotions, approval, recognition, feedback, and opportunities for career development, to retain high-quality assistant professors. The retention of assistant professors is a more financially feasible option than recruiting new faculty members. Additionally, when assistant professors demonstrate exemplary performance, it positively impacts students, who in turn, attain high levels of academic excellence, ultimately resulting in significant contributions towards the advancement of higher education.

When it comes to discussing about The University Grants Commission (UGC), is a statutory body established by the Department of Higher Education, Ministry of Education,
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Government of India, in accordance with the UGC Act 1956. Its primary responsibility is to coordinate, determine, and maintain the standards of higher education in India, by providing recognition to universities and colleges and disbursing funds to such recognized institutions. Along with the Council of Scientific and Industrial Research (CSIR), the UGC conducts the National Eligibility Test (NET) for the appointments of teachers in colleges and universities. Since July 2009, NET qualification has been made mandatory for teaching at graduation and post-graduation levels, with a five per cent relaxation for those with a PhD. Moreover, the UGC provides doctoral scholarships to individuals who clear JRF in the National Eligibility Test, and on average, the commission spends ₹725 crores (US\$91 million) per year on doctoral and post-doctoral fellowships. **To become an Assistant Professor** with a master's degree, one must have at least 55% marks in the master's degree program from a recognized university and pass the UGC NET, UGC SET, or CISR NET competitive exams. The UGC NET is conducted twice a year and consists of two papers, with the first being a general aptitude test and the second focusing on the candidate's chosen subject. Therefore, the UGC plays a crucial role in ensuring the quality of higher education in India by maintaining standards and providing financial support to recognized universities and colleges, as well as setting eligibility criteria for teaching positions at the graduate and post-graduate levels. (Wikipedia of UGC)

In contemporary times, assistant professors in certain Indian degree colleges are privileged to receive both monetary and non-monetary benefits. Monetarily, their remuneration package encompasses a basic pay, dearness allowance, house rent allowance, and travel allowance. The amount of basic pay is contingent on their qualifications and experience and ranges from INR 15,600 to INR 39,100 per month. Additionally, assistant professors are entitled to a dearness allowance, which is currently set at nearly 38% of their basic pay, and a house rent allowance that is commensurate with the location of their workplace. They are also entitled to travel allowances when they attend conferences, workshops, or travel for official purposes. Non-monetary benefits encompass access to research facilities such as libraries, laboratories, and online databases, which aid them in conducting research and augmenting their academic profile. In addition, many colleges and universities in India proffer professional development programs, which encompass training sessions, workshops, and seminars to assist assistant professors in developing their skills and staying abreast with the latest research in their field. Some institutions also offer assistant professors flexible work hours, which enables them to maintain a salubrious work-life balance. These benefits are not only instrumental in attracting and retaining talented individuals, but also in fostering a positive work environment and promoting the overall well-being of assistant professors in degree colleges across India. Conversely, a considerable number of assistant professors in unaided institutions are being deprived of such perks.

Review of Literature

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I have conducted a brief literature survey on the monetary and non-monetary challenges of assistant professors, which have helped me, understand the previous research conducted in this field and identify areas for further investigation. As part of this survey, I have reviewed several important studies, which I have summarized below.

1-Dr P Kannan (2018) in his research paper stated that the progress of a nation's educational system depends on its teachers, students, curriculum, and infrastructure, with teachers being the most important factor. Teachers must not only deliver lectures but also provide consultations, conduct research, and publish findings. Working conditions are crucial for effective teaching and job satisfaction. A study focused on the working conditions of teachers in self-financing courses found that job security and work culture need improvement, and steps should be taken to promote job security, provide better pay scales and annual increments, and foster cordial relationships with colleagues, seniors, management, and students. Such improvements are vital to transforming the younger generation of students.

2- The Wire article republished on 21 January, 2020 by Hilal A. Lashuel who highlighted that the life of a professor is a stressful balancing act between personal and professional responsibilities, managing expectations, and handling hypercompetitive culture. There is pressure to secure funding, manage a team, mentor students, and publish in high-impact journals. As the tenure clock ticks, stress and anxiety increase, leading to frustration, disappointment, self-doubt, and burnout. However, it's never too late to prioritize wellness, say no more, and reduce workload. Normalizing conversations about mental health on campus and creating a supportive community can help alleviate stress and improve well-being.

3 Dr ALPA Prashant Upadhyay (2019) has focused on workplace ostracism among teachers of unaided colleges. The journal starts by highlighting the negative impact of workplace ostracism on employees' well-being, work-related attitudes, and turnover intention. It further states that being accepted by the group is a natural human striving phenomenon as people have a fundamental need for belongingness. The study aims to analyze the factors influencing workplace exclusion among teachers of unaided colleges, the effect of workplace exclusion on teachers from unaided colleges, and suggest measures to overcome the problem of workplace exclusion in unaided colleges. The research methodology includes both primary and secondary sources of data collection. The researcher plans to use a structured questionnaire to collect quantitative primary data and analyze it using the SPSS Package. The study is conducted in the western suburban colleges of the University of Mumbai. The findings reveal that workplace ostracism affects the behavior of teachers and their quality and quantity of work. The study suggests being professional in approach and informing seniors to maintain a better work environment.

4- Dr.C.Brindhadevi's (14 April, 2021) article discusses the challenges faced by female assistant professors in managing their work-life balance. The main reasons for choosing

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this profession are salary and recognition in society. However, managing family work along with work as an assistant professor is difficult due to transportation problems, inconvenient shift systems, and less time for family members. Colleagues and relatives can also affect work-life balance. While most female assistant professors manage their work and personal life, the ways of doing so differ. Despite adopting various strategies, personal problems can still impact their work. Ultimately, it is up to female assistant professors to overcome these hurdles and maintain a balance between their work and personal life.

STATEMENT OF THE PROBLEM

While teaching is widely regarded as honorable profession it demands everything from its practitioners. I have summarized these demands as monetary and non-monetary benefits. After individuals qualify for exams such as UGC-NET, SET, and CSIR with a lot of hard work and dedication, they become assistant professors in degree colleges. Whether in the unaided section or not, they expect satisfactory salaries, bonuses, additional remuneration for extra work, job security, flexible work arrangements, a positive work environment, recognition, and other benefits. Therefore, it is crucial that assistant professors in unaided colleges receive all the monetary and non-monetary benefits they are entitled to, as this gives them job satisfaction and eliminates the need to take on additional work such as private tuition. Such additional work can drain their energy and reduce their focus on their college work. This study aims to assist unaided colleges in reducing monetary and non-monetary challenges faced by assistant professors and encourage their retention."

SIGNIFICANCE OF THE STUDY

The provision of benefits is a crucial aspect of ensuring job contentment among workforce. These perks serve to enhance workforce's motivation and engender a sense of affinity towards their institution. Monetary and non-monetary benefits are the two categories of benefits, both of which are equally significant. While some studies assert that monetary benefits hold more sway over workforce satisfaction, others suggest that non-monetary benefits are more important. In modern organizations, both types of benefits are highly valued, and their impact on employee behavior may vary depending on the type of benefits offered. Survey has demonstrated that benefits are a critical factor that shapes workforce's attitudes towards their institution and co-worker, thereby influencing their future conduct.(W.Bentley MacLeod, 2001). This is especially pertinent in the education sector, where both monetary and non-monetary benefits play an instrumental role in alleviating the

Challenges faced by assistant professors in unaided degree colleges.

OBJECTIVES OF THE STUDY

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- Delineate and scrutinize distinctive monetary and non-monetary challenges encountered by Assistant Professors in the unaided section of Mumbai's degree colleges.
- Examine the efficacy of the support policies and practices offered by colleges to Assistant Professors, with a focus on assessing the effects of such measures on their work-life balance.

Research Methodology

Primary Data

The primary data obtained offers valuable insights and first-hand information directly from the individuals involved, enabling a more precise and thorough analysis hence carefully designed structured questionnaire was utilized to gather comprehensive primary data from 55 assistant professors in the unaided section of degree colleges in Mumbai.

Secondary Data

Secondary data has been sourced from journals, newspapers, websites, including Wikipedia, and textbooks.

Universe

The study has been conducted specially within the unaided section of degree colleges in Mumbai.

Population

The targeted population consists exclusively of assistant professors in the unaided division of degree colleges located in Mumbai.

Sample Size

A total of 55 assistant professors from the unaided section of degree colleges in Mumbai provided their responses.

Sampling

There are two main types of sampling methods those are probability sampling and non-probability sampling. In this case, the researcher opted for non-probability sampling. Non-probability sampling can be further categorized into different techniques, such as snowball sampling and purposive sampling, which the specific methods have been chosen by the researcher.

Analyzing Data

The researcher utilized SPSS to analyze primary data, performing normality tests and descriptive statistical analysis.

Responses

What is your current monthly salary as an Assistant Professor in your college?		
	Frequency	Percent
Less than or equal to 20000	10	18.2
20001-30000	20	36.4
30001-40000	11	20.0
More than 40000	14	25.5
Total	55	100.0

How satisfied are you with your current salary as an Assistant Professor?		
	Frequency	Percent
V.S	23	41.8
M.S	18	32.7
N.S	10	18.2
M.D	4	7.3
Total	55	100.0

Receive additional supplementary income apart from your monthly salary from your college? (Like remuneration of supervision, paper checking etc.)

	Frequency	Percent
Yes	31	56.4
No	24	43.6
Total	55	100.0

Does your college give any reimbursement for publishing research paper, doing professional or academic certification courses? if yes, how much annually?

	Frequency	Percent
Up to 5000	17	30.9
5001-10000	12	21.8
10001- 15000	4	7.3
No reimbursement	22	40.0
Total	55	100.0

Have you faced any delays in receiving your salary? If yes, How often have you faced such delays?

	Frequency	Percent
Frequently	13	23.6
Occasionally	12	21.8
Rarely	18	32.7
Never faced	12	21.8
Total	55	100.0

Do you feel that your current salary is commensurate with your qualification and experience?

	Frequency	Percent
Yes	13	23.6
No	42	76.4
Total	55	100.0

For how long have you been working in your current college?

	Frequency	Percent
Less than or up to 1 year	12	21.8
More than 1 year or up to 3 years	15	27.3
More than 3 years	28	50.9
Total	55	100.0

Do you think that the current salary structure and increment policies in your college under unaided section are adequate and fair?		
	Frequency	Percent
Yes	8	14.5
No	47	85.5
Total	55	100.0

Have you received any salary increment in the past year? If yes, Please specify the % of salary increment you received.		
	Frequency	Percent
Less than 5%	2	3.6
5%-10%	22	40.0
11%-15%	4	7.3
16%-20%	5	9.1
21%-25%	27	49.1
Total	55	100.0

Have you faced any non-monetary challenges related to promotion and position of yours, which had a distribution among faculty members?		
	Frequency	Percent
Yes, resources and equipment's		
Insufficient	2	3.6
Appreciation	13	23.6
All of the above	22	40.0
No	18	32.7
Total	55	100.0

How would you rate the policies and practices of the college you work for in terms of supporting Assistant Professors?			
	Frequency	Percent	
Yes	22	40.0	
No	33	60.0	
Total	55	100.0	

Have you encountered any instances of discrimination at your workplace based on factors such as caste, seniority and favoritism?				
	Frequency	Percent		
Yes	23	41.8		
No	32	58.2		
Total	55	100.0		

Have you faced any challenges related to personal life such as family obligation or work life balance due to your college policies and environment?		
	Frequency	Percent
Yes, Often	18	32.7
Yes, Occasionally	22	40.0
No, Never	15	27.3
Total	55	100.0

Based on the preceding responses, the researcher has calculated mean, median and mode as well as standard deviation which are presented in tables 1 and 2.

Table 1

	What is your current monthly salary as an Assistant Professor in your college?	How satisfied are you with your current salary as an Assistant Professor?	Do you feel that your current salary is commensurate with your qualification and experience?	Do you receive any additional supplementary income apart from your monthly salary from your college? (Like remuneration of supervision, paper checking, viva conducting etc.)	Does your college give any reimbursement for publishing research paper, doing professional or academic certification courses? If yes, how much annually?	Have you faced any delays in receiving your salary? If yes, How often have you faced such delays?	For how long have you been working in your current college?	Have you received any salary increment in the past year? If yes, Please specify the % of salary increment you received.
Valid	55	55	55	55	55	55	55	55
Missing	0	0	0	0	0	0	0	0
Mean	2.5273	1.9091	1.7636	1.4364	2.9636	2.5273	2.2909	2.4727
Median	2.0000	2.0000	2.0000	1.0000	2.0000	3.0000	3.0000	2.0000
Mode	2.00	1.00	2.00	1.00	5.00	3.00	3.00	2.00
Std. Deviation	1.06900	.94815	.42876	.50050	1.76345	1.08619	.80904	1.15237
Minimum	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Maxi	4.00	4.00	2.00	2.00	5.00	4.00	3.00	4.00

Table 2

	Do you think that the current salary structure and increment policies in your college under unaided section are adequate and fair?	Have you faced any non-monetary challenges such as workload, lack of support or resources in your current position? If yes, which one was that?	Have you faced any challenges related to the promotion and tenure process or workload distribution among faculty members?	Do you feel that there is adequate recognition and appreciation for your contribution to the institution?	Have you encountered any instances of discrimination at your workplace based on factors such as caste, seniority and favouritism?	Have you faced any challenges related to personal life such as family obligation or work life balance due to your college policies and environment?	How would you rate the policies and practices of the college you work for in terms of supporting Assistant Professors?
Valid	55	55	55	55	55	55	55
Missing	0	0	0	0	0	0	0
Mean	1.8545	3.8182	1.7455	1.6000	1.5818	1.9455	2.7273
Median	2.0000	5.0000	2.0000	2.0000	2.0000	2.0000	3.0000
Mode	2.00	5.00	1.00	2.00	2.00	2.00	3.00

Std. Deviation	.35581	1.77525	.82143	.49441	.49781	.77980	1.11313
Minimum	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Maximum	2.00	6.00	3.00	2.00	2.00	3.00	5.00

Hypothesis Testing

H0: Monetary challenges are not encountered by Assistant Professors in the unaided section of Mumbai's degree colleges.

H1: Monetary challenges are encountered by Assistant Professors in the unaided section of Mumbai's degree colleges.

Test 1

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
How satisfied are you with your current salary as an Assistant Professor?	.249	55	<.001	.819	55	<.001
Do you feel that your current salary is commensurate with your qualification and experience?	.473	55	<.001	.527	55	<.001
Do you receive any additional supplementary income apart from your monthly salary from your college? (Like remuneration of supervision, paper checking, viva conducting etc.)	.372	55	<.001	.631	55	<.001
Does your college give any reimbursement for publishing research paper, doing professional or academic certification courses? if yes, how much annually?	.276	55	<.001	.760	55	<.001

Have you faced any delays in receiving your salary? If yes, How often have you faced such delays?	.214	55	<.001	.862	55	<.001
Have you received any salary increment in the past year? If yes, Please specify the % of salary increment you received.	.277	55	<.001	.811	55	<.001
Do you think that the current salary structure and increment policies in your college under unaided section are adequate and fair?	.513	55	<.001	.420	55	<.001

Interpretation: P-Value of Shapiro-Wilk test is <0.05 for all the variables so we reject H₀ (Null Hypothesis) and say that the data do not follow normal distribution.

H₀: Non- Monetary challenges are not encountered by Assistant Professors in the unaided section of Mumbai's degree colleges.

H₁: Non-Monetary challenges are encountered by Assistant Professors in the unaided section of Mumbai's degree colleges.

Test 2

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Have you faced any non-monetary challenges such as workload, lack of support or resources in your current position? If yes, which one was that?	.293	55	<.001	.840	55	<.001
Have you faced any challenges related the promotion and tenure process or work load distribution among faculty members?	.309	55	<.001	.755	55	<.001
Do you feel that there is adequate recognition and appreciation for your	.391	55	<.001	.622	55	<.001

contribution to the institution?						
Have you encountered any instances of discrimination at your workplace based on factors such as caste, seniority and favouritism?	.381	55	<.001	.627	55	<.001
Have you faced any challenges related to personal life such as family obligation or work life balance due to your college policies and environment?	.215	55	<.001	.805	55	<.001
How would you rate the policies and practices of the college you work for in terms of supporting Assistant Professors?	.233	55	<.001	.899	55	<.001

Interpretation: P-Value of Shapiro-Wilk test is <0.05 for all the variables so we reject H0 (Null Hypothesis) and say that the data do not follow normal distribution.

Conclusion

The majority of assistant professors earn between 20k and 30k and overall 76% respondents believe that their income does not align with their qualification and experience. Additionally, nearly half of the respondents do not receive any compensation for their extra effort, and 40% do not receive reimbursement for any certification course, research paper and intellectual development activities. Around 50% of assistant professors have more than 3 years experience in the same college. Approximately 21.8% of respondents do not face any delays in salary and when it comes to talking about increment in salary, only a few received an increment between 11 and 15% ,while 30.9% did not receive any increment in their salary. Consequently, the majority of respondents do not perceive the increment policy as fair. Conversely, 40% of the respondents experience a heavy workload, lack of support and insufficient equipment. Furthermore, 60% of the respondents state that they do not receive recognition and appreciation from their institution. As a result of these factors, the majority of respondents face challenges, including family obligation, which is why nearly half of them provided a neutral rating to their institution's policies in terms of support.

Suggestions

1. Assistant Professors' salary should be commensurate with their qualification and experience.
2. In addition to their regular duties, Assistant Professors should receive extra compensation if they are involved in other activities for the college.
3. To enhance the motivation of Assistant Professors in pursuing intellectual pursuits and contributing more effectively to the institution, the college should offer convenient annual reimbursement for publishing research papers and participating in professional activities.
4. An annual salary increase in line with inflation should be implemented for Assistant Professors, alleviating the need for them to pursue additional income sources and enabling them to fully dedicate themselves to their roles within the college.
5. Avoid burdening Assistant Professors with unnecessary workloads that disturb their work-life balance.
6. The college should provide recognition and appreciation for the accomplishment and hard work of Assistant Professors.
7. Avoid discrimination based on caste, seniority and favouritism.
8. The college should develop robust policies and practices that provide financial and emotional support to Assistant Professors.

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