

Higher Education Teaching Professional's Compensation Analytics - Post Pandemic Landscape in Bengaluru

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ABSTRACT

The study is chosen to understand the variables influencing compensation analytics among the higher educational teaching professionals in Bengaluru city in post COVID situation. To measure the impact on educational sector on the basis of compensation variables of potential faculties which has resulted in career transition? The gross annual average salary of an employee defines the purchasing power of an individual. The right compensation strategies will help to ensure retains the manpower with equitable pay. Compensation analytics is concern with various dimensions of Human resource analytics, which deals with institutions pay decisions are in line with external factor like Covid-19 situation. The outcome of the study is to understand the relationship between the tenure of working with associated institution and job transition, with analytics higher education teaching professional can be proactive to be intellectual. Employer's perspective provides adequate and better pay to equip the workforce in higher education institutions.

Keywords: Salary Benchmarking, Performance Analysis, Career Transition, Employee Retention

INTRODUCTION

Compensation analytics is equitable and fair pay for employees which help to retain the potential talented employees in an institution. As HR, compensation, and total rewards leaders, establishing an employer brand that effectively communicates a winning employee value proposition that includes both financial and non-financial rewards is one of the most important objectives. Getting the financial part of the equation right requires an economically sustainable and cohesive philosophy based on a long-term strategy. There are seven ways to perform compensation analytics such as market data compensation, labour cost analysis, people count analysis, retention analysis, high performer analysis, sales compensation analysis and geographic pay analysis. For educational institution, high performer analysis, geographic pay analysis, retention analysis, people count analysis, market data compensation are the variables which influence compensation analytics of teaching professionals especially during post COVID. Compensation is one of the key culture- definers for organizations. In Aligning Compensation Systems with Organization Culture, the research state: "Depending on how compensation is designed, communicated, and managed, it can positively or negatively influence an organization's culture and impact an organization's optimal performance. "Today educational institution's culture plays a vital role towards teaching professionals' retention in an institution. Compensation is a tool used by management for a variety of purposes to further the existence of the company. Compensation may be adjusted according the business needs, goals, and available resources.

Compensation may be used to:

- Recruit and retain qualified employees.
- Increase or maintain morale/satisfaction.
- Reward and encourage peak performance.
- Achieve internal and external equity.
- Reduce employee turnover and encourage company loyalty.
- Modify (through negotiations)practices of unions.

Above mentioned components are very important in today's educational sector just like any other business sector. One of the important components of compensation analytics is Pay Structures which is very useful for standardizing compensation practices. Most pay structures include several grades with each grade containing a minimum salary/wage and either step increments or grade range. Step increments are common with union positions where the pay for each job is pre-determined through collective bargaining.

REVIEW OF LITERATURE

Stacey Carroll, November 4th 2009, “Value of Compensation analytics”, reveals that Compensation analytics is an evaluation tool for understanding compensation program is to meet the goals set by teaching professionals.

Beqomhr, May 02nd 2018 “Five Benefits of Applying People Analytics to Compensation” reveals that compensation analytics helps to assess the pay equity of teaching professionals with the help of statistical tools.

TPS Group; HR Compensation Analysis and Benchmarking reveal that Compensation Benchmarking is a key element in the creation of an institution’s pay package. With ever- changing requirements for employment law compliance, increased wage transparency, as well as continued focus on profits, business leaders often recognize they should be using data to support decision making regarding many business issues, including compensation and benefits even in the field of educational sector.

This section would focus on the various aspects and dimensions on compensation analytics and its impact with implications on higher education teaching professionals in Bengaluru. This research study is confined to post Covid scenario which is emerging all over the globe which also affects Indian education systems and practices in Bengaluru also.

Díaz-Garcia, Montero-Navarro, Rodríguez-Sánchez, & Gallego-Losada, (2023) had done research study on the various means and ways to effectively manage digital transformation. This study has been a case study attempt on higher education institution. It is evident from this study that the implementation of technological tools is highly imperative in higher education as it could lead to effective performances and educational excellence with transformation. This can also provide sustainability for global human resources in higher education sector. However, it is evident that the compensation methods and analytics and its implications on higher education teaching professionals in Bengaluru has not been explored or studied especially in the post Covid context which needs to be done. This research is an attempt on it.

Taub, Elmalech, Aharony, & Rosenfeld, (2023) had done an evaluative research study on Monetary Compensation and the role with impact on Private Information Sharing. This has been evaluated with the technological tool of Augmented Reality and its applications. It was found in this study that majority of the sample respondents were willing to share their personal information with transparency with technological tools and applications. However it is also found that the role of technological tools and its applications on innovative teaching learning practices and compensation analytics with higher education professionals in Bengaluru has not been investigated or researched. This research is an attempt empirically on these aspects for the first time ever in post Covid scenario. As researchers have not been done on these aspects and dimensions this research is an attempt on it.

Shen, C., Sheng, T., Shi, X., Fang, B., Lu, X. and Zhou, X., (2022) had done research on the existing relationships and associations which do happen with Housing Price and improvement of teacher salary. This study found that this would also affect the regional economic sustainable development in the most positive way. However there is a need to evaluate and investigate the existing relationship of compensation management practices and its impact on higher education teaching professionals in Bengaluru which has not been attempted as this study is an attempt on it.

Pre-Covid study on employees

Mahssouni, Touijer, & Makhroute, (2022) Employee Compensation, Training and Financial Performance during the COVID-19 Pandemic. It is found in this study that employee compensation and its practices affected financial performances during Covid period. However it is evident that research studies on employee compensation and its impact on employees transition, engagement and retention during post Covid period has not been evaluated as this research is an attempt in this direction for the first time ever.

Compensation analytics and employee transitions:

Delware report on gender transitions have clearly identified that gender could also be an important factor which leads to employee transitions. Gender discriminations, gender based pay and work based anomalies do exist in organizations. However the impact of gender on compensation analytics and employee transition has not been evaluated or studied with higher education teaching professionals in Bengaluru as this research is an attempt on it.

Beaumont Society Report(2017), Transitioning at work, Guide for employees and managers has given a clear guideline and approach for organizations. Employee transitions could be managed only with an effective compensation package and benefits. However the role and impact of compensation analytics on employee transitions has not been studied with higher education institutions in Bengaluru as this research is an attempt on it.

Fang, Su, Wang, & He, (2017) had done research on employee turnover and its predictions. This study has been done with state transitions in Chinese state owned enterprises.

It is found in this study that employee and job position are the most important factors which lead to employee transition and it has phenomenal impact on organizations. The role and impact of employee transitions in higher degree teaching professionals on employee engagement and retention has not been evaluated as this research is an attempt on it.

Karatzas, Papadopoulos, Stamolampros, Raja, & Korfiatis, (2024) had done research study on Front- and Back-End Employee Satisfaction and its impact on Service Transition. It was found in this study that employee satisfaction is the key determinant which could affect service transitions in organizations. However the role of employee transitions and its prevalence in higher education teaching professionals in Bengaluru has not been researched or evaluated which needs to be done. This research is an empirical attempt on these dimensions and issues.

RESEARCH DESIGN

The researcher has carried out the study through an Exploratory research especially surveys, observation. The sampling methods which are chosen for study is convenience sampling with the sample size of 27 respondents.

Tool of analysis: the tools which were used for the study is Chi Square Test (analyzing the data) & Cronbach's alpha Test (reliability)

Types of Data:

Primary data: The data was collected through questionnaires consists of dichotomous and MCQs. Through survey by using Convenience sampling method required data collected from the respondents.

Secondary Data: Collected through Internet and articles

Objectives of the study

- To find out the compensation analytics variables with reference to higher education sector.
- To analyse the career transition of teaching professionals.
- To examine the various factors influencing employee retention during post COVID.

Limitations of the study

- Study is restricted to only higher education teaching professionals Bengaluru during post COVID.
- Personal bias of respondents may hinder the data collection.
- Compensation analytics is an emerging topic which has got various components, one of the components is mainly focused ie. the pay structures of teaching professionals.

Data Analysis and Interpretation

Hypothesis

Ho -There is no significant relationship between Compensation and career transition

H1- There is a significant relationship between compensation and career transition

Table of Observation

Associated institution	Below10k	10-15k	15k-20k	above20k	Total
less than a year	1	0	2	2	5
1 year-5year	0	0	2	13	15
5year-10years	0	0	0	4	4
above10 years	0	0	0	3	3
Total	1	0	4	22	27

Table of expectation

Associated institution	Below10k	10-15k	15k-20k	above20k
Less than a year	0.18519	0	0.7407	4.074074074
1 year-5year	0	0	2.22	12.22
5year-10 years	0	0	0	3.26
above10years	0	0	0	2.44

Calculation of Chi-square				
Observed Values	Expected Values	O-E	(O-E) ²	(O-E) ² /E
1	0.185185185	0.81481482	0.663923183	3.58518519
0	0	0	0	0
2	0.74070741	1.25929259	1.585817827	2.140950402
2	4.074074074	-2.0740741	4.301783264	1.055892256
0	0	0	0	0
0	0	0	0	0
2	2.22	-0.22	0.0484	0.021801802
13	12.22	0.78	0.6084	0.049787234
0	0	0	0	0
0	0	0	0	0
0	0	0	0	0
4	3.26	0.74	0.5476	0.16797546
0	0	0	0	0
0	0	0	0	0
0	0	0	0	0
3	2.44	0.56	0.3136	0.12852459
			Total	7.150116934
			The value of chi square Test=7.15	

Degree of freedom=9

Table value **-16.92**

(Column-1)*(Row-1) 4-1*4-1
3*3 = 9

It is divulged from the analysis the calculated value of chi square test is lesser compare to tabular value of chi square test. Hence the null hypothesis is accepted stating that "there is no significant relationship between compensation & career transition"

Hypothesis

H0- there is no significant relationship between Tenure of teaching and career transition

H1- there is a significant relationship between tenure of teaching and career transition

TENUREOFTEACHINGEXPERIENCE	YES	NO	TOTAL
BELOW5YEARS	4	0	4
5-10YEARS	11	0	11
ABOVE10YEARS	11	1	12
TOTAL	26	1	27

Table of expectation

TENUREOFTEACHING EXPERIENCE	YES	NO
BELOW5 YEARS	3.85	0.15
5-10YEARS	10.59	0.4
ABOVE10 YEARS	11.55	0.44

Calculation of Chi-square

Observed Values	Expected Values	O-E	(O-E) ²	(O-E) ² /E
4	3.85	0.15	0.0225	0.005844156
0	0.15	-0.15	0.0225	0.15
11	10.59	0.41	0.1681	0.015873466
0	0.4	-0.4	0.16	0.4
11	11.55	-0.55	0.3025	0.026190476
1	0.44	0.56	0.3136	0.712727273
Total				1.304791214

The calculated value of Chi-square test is 1.30

Degree of freedom - 3.84

Divulged from the analysis the calculated value of chi square test is lesser compare to tabular value of chi square test. Hence the null hypothesis is accepted stating that "there is no significant relationship between tenure of teaching and career transition"

Reliability test

Questions / items with point 5 likert scale

No Of respondents	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Total
1	3	5	4	3	5	5	5	5	4	4	3	4	4	54
2	4	4	5	3	5	5	5	5	4	5	4	5	5	59
3	3	4	4	4	5	5	4	5	4	5	4	5	4	56
4	4	3	5	4	5	4	5	4	5	4	5	4	4	56
5	5	5	5	4	5	4	5	4	5	4	5	5	5	61
6	4	4	4	4	3	4	4	4	5	4	4	5	3	52
7	3	5	4	5	5	4	4	3	4	4	5	4	5	55
8	3	5	4	3	5	3	5	5	3	5	5	5	5	56
9	5	4	4	5	5	3	5	5	3	5	5	5	5	59
10	5	5	5	4	4	4	5	5	4	5	5	4	5	60
11	4	5	3	5	4	3	5	5	3	5	5	4	5	56
12	5	4	5	5	4	3	5	5	3	5	5	4	5	58
13	4	4	4	4	3	4	4	4	5	4	4	5	4	53
14	3	5	4	3	5	5	5	5	4	4	3	4	4	54
15	4	4	5	3	5	5	5	5	4	5	4	5	5	59
16	3	4	4	4	5	5	4	5	4	5	4	5	4	56
17	4	3	5	5	4	4	3	3	5	4	5	4	5	54
18	3	4	4	4	4	3	5	5	5	4	5	4	5	55
19	5	5	5	5	5	3	5	5	4	4	4	4	5	59
20	5	4	4	3	4	4		5	3	4	4	3	5	48
21	5	4	5	4	5	5	3	4	5	3	5	5	5	58
22	5	4	5	4	5	4	3	4	3	5	4	3	5	54
23	3	3	3	3	3	3	3		3	3	3	3	3	36
24	3	5	4	3	5	5	5	5	4	4	3	4	4	54
25	4	4	5	3	5	5	5	5	4	5	4	5	5	59
26	3	4	4	4	5	5	4	5	4	5	4	5	4	56
27	5	5	3	5	5	4	5	4	4	4	4	4	4	56
Total	0.7	0.41	0.4	0.587	0.47	0.617	0.6	0.4	0.52	0.381	0.49	0.44	0.4	21.91

Variables	Discription	Values	Internal Consistency
K	No of questions (items)	13	0.80-089is Good
$\sum S^2y$	Sum of question variance(items)	6.405445167	
$S^2 X$	Variance of total score	37.71468	
Alpha	Cronbach'salpa	0.899340462	

SUGGESTIONS

Researcher has developed a COVID Model which is been defined as follows

C-Compensation

O-Online/Off line teaching

V-Versatile

I-Intellectual

D-Decision making

This model is suggested based on the study carried out among the Compensation analysis of higher education teaching professionals during post COVID. Compensation has to be paid during COVID and post COVID in order to retain potential candidates. Whether it is online or offline the teacher should be acquainted with all the teaching aids it is relevant to make full compensation to teaching fraternity. The teacher must be versatile during pandemic/ strikes or any other unavoidable circumstances for his/her survival. The teacher has to be more intellectual and upgraded his / her knowledge. Or else a teacher can make a decision making to continue in a teaching profession or look for career transition

CONCLUSION

Compensation and benefits are key areas which defines the success of an institution. Study has explored to understand the needs of both employer & employee. The study also reveals factors affecting job transition such as pay scale, tenure of working, employee expectation with reference to associated institution. As stated in a study there is disconnect between career transition and compensation analytics, hence study tries to interpret that external environment may undergo a tremendous change from the pandemic situation as a result of change in the variables such as increment, partial payment of salary and so on. Pandemic is a widespread challenging situation which affects various workforce including higher educational teaching professionals.

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