

INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, IT & MANAGEMENT

I
J
R
C
M



A Monthly Double-Blind Peer Reviewed (Refereed/Juried) Open Access International e-Journal - Included in the International Serial Directories

Indexed & Listed at:

Ulrich's Periodicals Directory ©, ProQuest, U.S.A., EBSCO Publishing, U.S.A., Cabell's Directories of Publishing Opportunities, U.S.A.

Open J-Gate, India [link of the same is duly available at Inlibnet of University Grants Commission (U.G.C.)].

Index Copernicus Publishers Panel, Poland with IC Value of 5.09 & number of libraries all around the world.

Circulated all over the world & Google has verified that scholars of more than 3770 Cities in 175 countries/territories are visiting our journal on regular basis.

Ground Floor, Building No. 1041-C-1, Devi Bhawan Bazar, JAGADHRI – 135 003, Yamunanagar, Haryana, INDIA

<http://ijrcm.org.in/>

CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	AN EMPIRICAL STUDY ON THE MANAGERS' PERCEPTION ON THE ROLE OF CORPORATE VALUES AS AN ANTECEDENT FOR CORPORATE SOCIAL RESPONSIBILITY IN INDIAN IT INDUSTRY <i>DR. A.M. SURESH & VIJAYALAKSHMI. S.</i>	1
2.	INTERNATIONAL TOURISM DEMAND MODELLING: A MULTIVARIATE APPROACH <i>BALDIGARA TEA & MAJA MAMULA</i>	4
3.	ROLE OF NRI REMITTANCE IN ECONOMIC GROWTH OF KERALA <i>SALIMA K & DR. B. JOHNSON</i>	11
4.	GREEN MARKETING: AN ATTITUDINAL ANALYSIS OF CONSUMER IN RAJKOT CITY <i>ANKIT GANDHI & DR. ASHVIN SOLANKI</i>	16
5.	A STUDY ON EMPLOYEE WELFARE MEASURES AT ENGINEERING COLLEGES IN ANNA UNIVERSITY, TIRUNELVELI REGION <i>PRINCITTA R & AMIRTHA GOWRI P</i>	20
6.	A STUDY OF ONLINE SHOPPING BEHAVIOUR OF INDIAN CONSUMERS <i>PRIYANKA JOSHI</i>	25
7.	GENDER PAY BIAS IN IT SECTOR <i>DR. A.C.PRAMILA</i>	29
8.	CRIME - A SPECIAL FOCUS ON JUVENILE DELINQUENCY: A CASE STUDY <i>CH. SUJALA</i>	31
9.	IMPACT OF INTEREST AND OPERATING EXPENSES ON THE PROFITABILITY OF PUNJAB NATIONAL BANK AND STATE BANK OF INDIA: A COMPARATIVE STUDY <i>POONAM</i>	37
10.	WORKING OF DCCBS IN INDIA: A STUDY <i>URVI GIRISHBHAI AMIN</i>	43
11.	LIFE INSURANCE CORPORATION IN POST PRIVATIZATION ERA <i>DR. PRIYANK GUPTA</i>	46
12.	INFLUENCE OF INFORMATION QUALITY, WEB QUALITY AND SECURITY ON TRUST, RISK PERCEPTIONS AND RE-INTENTIONS OF TAKING INTERNET BANKING TRANSACTIONS IN SURABAYA <i>CHAIRUL ANAM & BAMBANG SUDARSONO</i>	49
13.	THE EFFECTS OF BRAND EQUITY ON CUSTOMER LOYALTY TOWARDS SOFT DRINKS AT TUSKYS SUPERMARKET, ELDORET <i>SIRAI CHEBET SYLVIA</i>	54
14.	ASSESSMENT OF ACADEMIC STAFF MOTIVATION IN PRIVATE HIGHER EDUCATION INSTITUTIONS: A CASE STUDY OF SELECTED PRIVATE HIGHER EDUCATION INSTITUTIONS FOUND IN ADAMA TOWN <i>MESSELE KUMILACHEW AGA</i>	61
15.	STUDY THE RELATION BETWEEN WORKING CAPITAL SYSTEM AND PROFITABILITY IN AUTO MANUFACTURING INDUSTRY IN INDIA <i>FATEMEH JAFARI</i>	67
16.	IMPACT OF BRAIN-COMPATIBLE LEARNING APPROACH ON ACADEMIC ACHIEVEMENT IN BUSINESS STUDIES IN RELATION TO THEIR LEVEL OF ASPIRATION <i>DR. PRATIMA</i>	74
17.	INTRODUCTION TO CORPORATE GOVERNANCE <i>KOMAL CHAUDHARY</i>	78
18.	EVALUATING FINANCIAL HEALTH OF HINDUSTAN PETROLEUM CORPORATION LIMITED THROUGH Z SCORE MODEL: A CASE STUDY <i>JALPA. H. PANERY</i>	80
19.	PROSPECTS AND PROBLEMS OF FINANCIAL INCLUSION IN INDIA <i>PURUSHOTTAM KUMAR ARYA, HIMANSHU MISHRA & AAKASH UPADHYAY</i>	83
20.	AS STUDY ON THE CONCEPT OF HUMAN RESOURCE MANAGEMENT <i>AANCHAL JAIN & RAM KUMAR</i>	88
	REQUEST FOR FEEDBACK & DISCLAIMER	91

CHIEF PATRON

PROF. K. K. AGGARWAL

Chairman, Malaviya National Institute of Technology, Jaipur
(An institute of National Importance & fully funded by Ministry of Human Resource Development, Government of India)
Chancellor, K. R. Mangalam University, Gurgaon
Chancellor, Lingaya's University, Faridabad
Founder Vice-Chancellor (1998-2008), Guru Gobind Singh Indraprastha University, Delhi
Ex. Pro Vice-Chancellor, Guru Jambheshwar University, Hisar

FOUNDER PATRON

LATE SH. RAM BHAJAN AGGARWAL

Former State Minister for Home & Tourism, Government of Haryana
Former Vice-President, Dadri Education Society, Charkhi Dadri
Former President, Chinar Syntex Ltd. (Textile Mills), Bhiwani

CO-ORDINATOR

AMITA

Faculty, Government M. S., Mohali

ADVISORS

DR. PRIYA RANJAN TRIVEDI

Chancellor, The Global Open University, Nagaland

PROF. M. S. SENAM RAJU

Director A. C. D., School of Management Studies, I.G.N.O.U., New Delhi

PROF. M. N. SHARMA

Chairman, M.B.A., Haryana College of Technology & Management, Kaithal

PROF. S. L. MAHANDRU

Principal (Retd.), Maharaja Agrasen College, Jagadhri

EDITOR

PROF. R. K. SHARMA

Professor, Bharti Vidyapeeth University Institute of Management & Research, New Delhi

CO-EDITOR

DR. BHAVET

Faculty, Shree Ram Institute of Business & Management, Urjani

EDITORIAL ADVISORY BOARD

DR. RAJESH MODI

Faculty, Yanbu Industrial College, Kingdom of Saudi Arabia

PROF. SANJIV MITTAL

University School of Management Studies, Guru Gobind Singh I. P. University, Delhi

PROF. ANIL K. SAINI

Chairperson (CRC), Guru Gobind Singh I. P. University, Delhi

DR. SAMBHAVNA

Faculty, I.I.T.M., Delhi

DR. MOHENDER KUMAR GUPTA

Associate Professor, P. J. L. N. Government College, Faridabad

DR. SHIVAKUMAR DEENE

Asst. Professor, Dept. of Commerce, School of Business Studies, Central University of Karnataka, Gulbarga

ASSOCIATE EDITORS

PROF. NAWAB ALI KHAN

Department of Commerce, Aligarh Muslim University, Aligarh, U.P.

PROF. ABHAY BANSAL

Head, Department of Information Technology, Amity School of Engineering & Technology, Amity University, Noida

PROF. A. SURYANARAYANA

Department of Business Management, Osmania University, Hyderabad

DR. SAMBHAV GARG

Faculty, Shree Ram Institute of Business & Management, Urjani

PROF. V. SELVAM

SSL, VIT University, Vellore

DR. PARDEEP AHLAWAT

Associate Professor, Institute of Management Studies & Research, Maharshi Dayanand University, Rohtak

DR. S. TABASSUM SULTANA

Associate Professor, Department of Business Management, Matrusri Institute of P.G. Studies, Hyderabad

SURJEET SINGH

Asst. Professor, Department of Computer Science, G. M. N. (P.G.) College, Ambala Cantt.

TECHNICAL ADVISOR

AMITA

Faculty, Government M. S., Mohali

FINANCIAL ADVISORS

DICKIN GOYAL

Advocate & Tax Adviser, Panchkula

NEENA

Investment Consultant, Chambaghat, Solan, Himachal Pradesh

LEGAL ADVISORS

JITENDER S. CHAHAL

Advocate, Punjab & Haryana High Court, Chandigarh U.T.

CHANDER BHUSHAN SHARMA

Advocate & Consultant, District Courts, Yamunanagar at Jagadhri

SUPERINTENDENT

SURENDER KUMAR POONIA

CALL FOR MANUSCRIPTS

We invite unpublished novel, original, empirical and high quality research work pertaining to recent developments & practices in the areas of Computer Science & Applications; Commerce; Business; Finance; Marketing; Human Resource Management; General Management; Banking; Economics; Tourism Administration & Management; Education; Law; Library & Information Science; Defence & Strategic Studies; Electronic Science; Corporate Governance; Industrial Relations; and emerging paradigms in allied subjects like Accounting; Accounting Information Systems; Accounting Theory & Practice; Auditing; Behavioral Accounting; Behavioral Economics; Corporate Finance; Cost Accounting; Econometrics; Economic Development; Economic History; Financial Institutions & Markets; Financial Services; Fiscal Policy; Government & Non Profit Accounting; Industrial Organization; International Economics & Trade; International Finance; Macro Economics; Micro Economics; Rural Economics; Co-operation; Demography; Development Planning; Development Studies; Applied Economics; Development Economics; Business Economics; Monetary Policy; Public Policy Economics; Real Estate; Regional Economics; Political Science; Continuing Education; Labour Welfare; Philosophy; Psychology; Sociology; Tax Accounting; Advertising & Promotion Management; Management Information Systems (MIS); Business Law; Public Responsibility & Ethics; Communication; Direct Marketing; E-Commerce; Global Business; Health Care Administration; Labour Relations & Human Resource Management; Marketing Research; Marketing Theory & Applications; Non-Profit Organizations; Office Administration/Management; Operations Research/Statistics; Organizational Behavior & Theory; Organizational Development; Production/Operations; International Relations; Human Rights & Duties; Public Administration; Population Studies; Purchasing/Materials Management; Retailing; Sales/Selling; Services; Small Business Entrepreneurship; Strategic Management Policy; Technology/Innovation; Tourism & Hospitality; Transportation Distribution; Algorithms; Artificial Intelligence; Compilers & Translation; Computer Aided Design (CAD); Computer Aided Manufacturing; Computer Graphics; Computer Organization & Architecture; Database Structures & Systems; Discrete Structures; Internet; Management Information Systems; Modeling & Simulation; Neural Systems/Neural Networks; Numerical Analysis/Scientific Computing; Object Oriented Programming; Operating Systems; Programming Languages; Robotics; Symbolic & Formal Logic; Web Design and emerging paradigms in allied subjects.

Anybody can submit the **soft copy** of unpublished novel; original; empirical and high quality **research work/manuscript anytime** in ***M.S. Word format*** after preparing the same as per our **GUIDELINES FOR SUBMISSION**; at our email address i.e. infoijrcm@gmail.com or online by clicking the link **online submission** as given on our website ([FOR ONLINE SUBMISSION, CLICK HERE](#)).

GUIDELINES FOR SUBMISSION OF MANUSCRIPT

1. **COVERING LETTER FOR SUBMISSION:**

DATED: _____

THE EDITOR
IJRCM

Subject: SUBMISSION OF MANUSCRIPT IN THE AREA OF.

(e.g. Finance/Marketing/HRM/General Management/Economics/Psychology/Law/Computer/IT/Engineering/Mathematics/other, please specify)

DEAR SIR/MADAM

Please find my submission of manuscript entitled ' _____ ' for possible publication in your journals.

I hereby affirm that the contents of this manuscript are original. Furthermore, it has neither been published elsewhere in any language fully or partly, nor is it under review for publication elsewhere.

I affirm that all the author (s) have seen and agreed to the submitted version of the manuscript and their inclusion of name (s) as co-author (s).

Also, if my/our manuscript is accepted, I/We agree to comply with the formalities as given on the website of the journal & you are free to publish our contribution in any of your journals.

NAME OF CORRESPONDING AUTHOR:

Designation:
Affiliation with full address, contact numbers & Pin Code:
Residential address with Pin Code:
Mobile Number (s):
Landline Number (s):
E-mail Address:
Alternate E-mail Address:

NOTES:

- a) The whole manuscript is required to be in **ONE MS WORD FILE** only (pdf. version is liable to be rejected without any consideration), which will start from the covering letter, inside the manuscript.
- b) The sender is required to mention the following in the **SUBJECT COLUMN** of the mail:
New Manuscript for Review in the area of (Finance/Marketing/HRM/General Management/Economics/Psychology/Law/Computer/IT/Engineering/Mathematics/other, please specify)
- c) There is no need to give any text in the body of mail, except the cases where the author wishes to give any specific message w.r.t. to the manuscript.
- d) The total size of the file containing the manuscript is required to be below **500 KB**.
- e) Abstract alone will not be considered for review, and the author is required to submit the complete manuscript in the first instance.
- f) The journal gives acknowledgement w.r.t. the receipt of every email and in case of non-receipt of acknowledgment from the journal, w.r.t. the submission of manuscript, within two days of submission, the corresponding author is required to demand for the same by sending separate mail to the journal.

2. **MANUSCRIPT TITLE:** The title of the paper should be in a 12 point Calibri Font. It should be bold typed, centered and fully capitalised.

3. **AUTHOR NAME (S) & AFFILIATIONS:** The author (s) **full name, designation, affiliation (s), address, mobile/landline numbers, and email/alternate email address** should be in italic & 11-point Calibri Font. It must be centered underneath the title.

4. **ABSTRACT:** Abstract should be in fully italicized text, not exceeding 250 words. The abstract must be informative and explain the background, aims, methods, results & conclusion in a single para. Abbreviations must be mentioned in full.

5. **KEYWORDS:** Abstract must be followed by a list of keywords, subject to the maximum of five. These should be arranged in alphabetic order separated by commas and full stops at the end.
6. **MANUSCRIPT:** Manuscript must be in **BRITISH ENGLISH** prepared on a standard A4 size **PORTRAIT SETTING PAPER**. It must be prepared on a single space and single column with 1" margin set for top, bottom, left and right. It should be typed in 8 point Calibri Font with page numbers at the bottom and centre of every page. It should be free from grammatical, spelling and punctuation errors and must be thoroughly edited.
7. **HEADINGS:** All the headings should be in a 10 point Calibri Font. These must be bold-faced, aligned left and fully capitalised. Leave a blank line before each heading.
8. **SUB-HEADINGS:** All the sub-headings should be in a 8 point Calibri Font. These must be bold-faced, aligned left and fully capitalised.
9. **MAIN TEXT:** The main text should follow the following sequence:

INTRODUCTION**REVIEW OF LITERATURE****NEED/IMPORTANCE OF THE STUDY****STATEMENT OF THE PROBLEM****OBJECTIVES****HYPOTHESES****RESEARCH METHODOLOGY****RESULTS & DISCUSSION****FINDINGS****RECOMMENDATIONS/SUGGESTIONS****CONCLUSIONS****SCOPE FOR FURTHER RESEARCH****ACKNOWLEDGMENTS****REFERENCES****APPENDIX/ANNEXURE**

It should be in a 8 point Calibri Font, single spaced and justified. The manuscript should preferably not exceed **5000 WORDS**.

10. **FIGURES & TABLES:** These should be simple, crystal clear, centered, separately numbered & self explained, and **titles must be above the table/figure. Sources of data should be mentioned below the table/figure.** It should be ensured that the tables/figures are referred to from the main text.
11. **EQUATIONS:** These should be consecutively numbered in parentheses, horizontally centered with equation number placed at the right.
12. **REFERENCES:** The list of all references should be alphabetically arranged. The author (s) should mention only the actually utilised references in the preparation of manuscript and they are supposed to follow **Harvard Style of Referencing**. The author (s) are supposed to follow the references as per the following:
 - All works cited in the text (including sources for tables and figures) should be listed alphabetically.
 - Use (ed.) for one editor, and (ed.s) for multiple editors.
 - When listing two or more works by one author, use --- (20xx), such as after Kohl (1997), use --- (2001), etc, in chronologically ascending order.
 - Indicate (opening and closing) page numbers for articles in journals and for chapters in books.
 - The title of books and journals should be in italics. Double quotation marks are used for titles of journal articles, book chapters, dissertations, reports, working papers, unpublished material, etc.
 - For titles in a language other than English, provide an English translation in parentheses.
 - The location of endnotes within the text should be indicated by superscript numbers.

PLEASE USE THE FOLLOWING FOR STYLE AND PUNCTUATION IN REFERENCES:**BOOKS**

- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.
- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio" Ohio State University, Nigeria.

CONTRIBUTIONS TO BOOKS

- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

JOURNAL AND OTHER ARTICLES

- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

CONFERENCE PAPERS

- Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19-22 June.

UNPUBLISHED DISSERTATIONS AND THESES

- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

ONLINE RESOURCES

- Always indicate the date that the source was accessed, as online resources are frequently updated or removed.

WEBSITES

- Garg, Bhavet (2011): Towards a New Natural Gas Policy, Political Weekly, Viewed on January 01, 2012 <http://epw.in/user/viewabstract.jsp>

ASSESSMENT OF ACADEMIC STAFF MOTIVATION IN PRIVATE HIGHER EDUCATION INSTITUTIONS: A CASE STUDY OF SELECTED PRIVATE HIGHER EDUCATION INSTITUTIONS FOUND IN ADAMA TOWN

MESSELE KUMILACHEW AGA

LECTURER

DEPARTMENT OF AGRIBUSINESS & VALUE CHAIN MANAGEMENT

ADAMA SCIENCE & TECHNOLOGY UNIVERSITY

ADAMA

ABSTRACT

Academic staffs are key resources to higher education institutions. Even though motivation of academic staff in higher education institutions is as important as the blood for sustaining human life, private higher education institutions are not giving attention to motivate their academic staffs. This is why the study aimed at assessment of academic staff motivation in private higher education institutions and its implication for quality education. Academic staffs in private higher education institutions found in Adama Town were taken as target population for this study. Of seven private higher education institutions found in Adama Town three were selected purposively because of their long term experience in the industry. Of the total permanent academic staff 70 were taken as a sample size and simple random sampling was used in order to select sample respondents for the study. The findings of this study revealed that majority of the academic staffs were not motivated. Amount of salary paid to them was low as compared to other industries; there was no effective performance appraisal system that fosters promotional opportunities and recognition. As a result, their motivational level to perform what have been expected from them in teaching-learning process was low. The researcher recommended for the owners (management) of private higher education institutions to inculcate factors motivating academic staffs to strengthen the quality of education.

KEYWORDS

Motivation, Academic staff, Private Higher Education Institutions.

1. INTRODUCTION

1.1. BACKGROUND OF THE STUDY

Motivation refers to the forces within a person that affect his or her direction, intensity, and persistence of voluntary behavior. Motivated employees are willing to exert a particular level of effort (intensity), for certain amount of time (persistence), toward a particular goal (direction). Even when people have clear objectives, the right skills, and a supportive work environment, they must have sufficient motivation to achieve work objectives (Mcshane and Mary Ann Von, 2003). "Motivation is the force that makes people chooses a particular job, stay with that job and work hard in that job" (Lin, 2007). Work motivation refers to the psychological processes that influence individual behavior with respect to the attainment of workplace goals and tasks. The received wisdom among occupational psychologists is that 'pay on its own does not increase motivation'. However, pecuniary motives are likely to be dominant among teachers in those developing countries where pay and other material benefits are too low for individual and household survival needs to be met. Only when these basic needs have been met is it possible for 'higher-order' needs, which are the basis of true job satisfaction, to be realized. A key empirical issue is therefore to establish the extent of this problem (Bennell, 2004). According to Michaelowa (2002), teacher motivation is defined as the willingness, derive or desire to engage in good teaching.

The current Ethiopian government recognizes the importance of education for national development. Policy is mainly aimed at expanding the education sector, improving quality and ensuring that educational content is harmonized with the country's economic needs. The number of higher education institutions are increasing and the intake capacity of these institutions are also increasing. Private higher education has also increased as part of a general liberalization of parts of the economy; there are now approximately 66 private institutions offering undergraduate degree programs in Ethiopia and the private sector accounts for approximately 25 percent of the country's undergraduate enrolments. Although the government recognizes that it needs the private sector if it is to meet its targets for the expansion of higher education, there is a noticeable sense of distrust amongst civil servants and ministers who sometimes categorize private universities and colleges as 'diploma mills.' And different scholars forwarded the severe problem of quality education in PHEIs of Ethiopia. According to Tenna (2011), Quality of education has become a recurrent topic of discussions and researchers. Therefore, the motivation of academic staffs of the PHEIs is the foremost stakeholder for ensuring quality of education.

The academic staffs of higher education institution are a key resource to institution's success. Academic staff, in particular, accounts for a significant component of the budget of higher education institutions and has a major role to play in achieving the objectives of the institution. The performance of academic staff, both as teachers and researchers and also as managers, determines, to a large extent, the quality of the students' experience of higher education and has a significant impact on students learning and thereby on the contribution that such institutions can make to society (Werkneh and Shimelis, 2010). If academic staffs of PHEIs are motivated, they will not only feels satisfied with his or her job, but also they are empowered to strive for excellence and quality of education for their institution. The issue of teacher motivation is important because of its correlation with the quality of education (Javaid, 2009). There are many motivational factors that induce academic staff in PHEIs. These might be working environment, supervisor relations, company itself, recognition, opportunity for development and growth, and pay and benefits. Therefore, this study attempted to identify factors that motivate academic staff and examine current motivational level of academic staff in Private Higher Education Institutions (PHEIs) found in Adama Town.

1.2. STATEMENT OF THE PROBLEM

Education is the backbone of any government. Cognizant with this, Ethiopian PHEIs are making significant contribution towards increasing access to higher education and creating employment opportunities for citizens (Wossenu and Mulu, 2012). There are concerns among different stakeholders on the quality of education provided by Ethiopian PHEIs. 'Quality education for all' is the motto towards which the government of Ethiopia is currently working. Although there are number of factors that affect the quality of education the role of academic staff is placed in the front line.

According to Shaheen Imrab et al. (2013) competent and knowledgeable academicians are considered an important strength of any educational institutions. Teaching is very scared profession and teachers have a great role in their students' intellectual, personal, and social development, there by influencing the future nation's development. Given the importance of academic staff in higher education institutions, this problem has potentially significant ramifications for the nation's future development. Therefore, knowing how academic staff are paid, valued and treated is very important to consider the quality of education in PHEIs.

According to Grayling (2002), although teaching is an honorable engagement, it has never been a highly paid profession. The current study on the motivational level of PHEIs in Ethiopia is low as compared to its counterpart of government higher education institutions and other industries. Recent studies have shown that low morale and job dissatisfaction are significant problems identified in academic staffs who teach in PHEIs in Ethiopia.

A review of empirical studies on teacher motivation in developing countries indicates widespread low or decreasing levels of motivation, resulting in lower quality of education (Guajardo, 2011). Research indicates that higher teacher motivation is significantly linked to improved student learning outcomes. This reveals that motivated academic staff has a direct impact on assuring the quality of education. Only the motivated, skilled and knowledgeable academic staff can give glorious position to the institution and the country's development. Many outstanding teachers in the private higher education institutions leave teaching in the first three years because of lack of motivational factors (Fraser, 1992). Motivation of university teachers is as important as the blood for sustaining human

life. Even though, the problem is known that there is low academic staff motivation in Ethiopian private higher education institutions, there has been limited research to understand the causes for low motivation and factors motivating academic staff in Ethiopian private higher education institutions. Therefore, this research identified factors affecting motivational level of instructors who teach in PHEIs and its impact on quality education, taking academic staff of PHEIs found in Adama Town as case study.

1.3. RESEARCH QUESTIONS

In this research, the following research questions were answered;

- To what extent academic staffs of Private Higher Education Institutions are motivated to their job?
- What are the important factors affecting academic staff motivation in Private Higher Education Institutions found in Adama Town?
- What is the motivation level of academic staff to perform activities that ensure education quality in Private Higher Education Institutions?

1.4. OBJECTIVES OF THE STUDY

The general objective of this study is to assess motivational level of academic staff in Private Higher Education Institutions found in Adama Town.

SPECIFIC OBJECTIVES OF THE STUDY WERE

1. To examine the motivational level of academic staff of Private Higher Education Institutions
2. To identify important factors affecting academic staff motivation in Private Higher Education Institutions
3. To examine the synergies between motivation level and educational quality in Private Higher Education Institutions

1.5. SIGNIFICANCE OF THE STUDY

Motivation of academic staff in higher education is as important as the blood for sustaining human life. If academic staff of PHEIs are motivated and work with dedication they can produce competent, skillful graduates that can help the nation's development. Therefore, this study will allow the owner of PHEIs in Adama to consider and revise the current motivational systems used for their academic staff and to recognize and realize the significance of motivational factors for promoting and enhancing motivational level of their academicians. PHEIs can improve the quality of education by maintaining experienced teaching staff if they provide good motivational factors and it could be possible to retain outstanding academic staff and assure quality of education delivered via motivated academic staffs. It could also be relevant to the future researchers to use the findings of this study as the secondary sources and may encourage other researchers to undertake an in-depth investigation related with academic staff motivation in Ethiopian PHEIs.

2. METHODOLOGY OF THE STUDY

This study is aimed to find out factors that motivate the academic staff members of private higher education institutions (PHEIs) and the current motivational level of academic staff in PHEIs found in Adama Town. This study was conducted in the private educational sector found in Oromia Regional State of Adama Town, Ethiopia. There are a total of seven PHEIs currently operating in Adama Town. Out of which three PHEIs; namely Unity University, Rift Valley University College, and Royal University College were selected purposively because of their relative long term experience in education. There are total of 100 permanent academic staffs in the three selected PHEIs found in Adama Town. From tabulated values of different sample sizes, a population of 100 individuals requires a minimum sample size of 80 for a 95% confidence level at 5% margin of error (Saunders, et al, 2009). Therefore, a simple random sampling technique was used to select 80 respondents for the study. Self-administered questionnaire was used as the primary data collection technique for the academic staff selected as sample respondents and focused group discussion was conducted with senior academic staffs who have been serving in PHEIs for more five years. From the 80 distributed questionnaires 70 of them were returned back and feasible for analysis (that is 87.5% response rate). The analysis was done both descriptively and inferentially using statistical software called SPSS version 16. Finally, the summaries are presented in the form of tables, bar graph, pie chart, frequency counts, and percentage and interpreted in line with the objectives of the study.

3. MAJOR FINDINGS AND DISCUSSION

This section describes the major findings of the research and discussions of the major findings are followed.

TABLE 1.1: PROFILE OF ACADEMIC STAFF (RESPONDENTS)

S/No	Variables	Options	Frequency	Percentage
1	Sex	Male	66	94.3
		Female	4	5.7
		Total	70	100
2	Age in years	20-25	13	18.6
		26-30	42	60
		31-35	11	15.7
		Above 35	4	5.7
		Total	70	100
3	Marital Status	Married	33	47.10
		Single	36	51.40
		Divorce	1	1.40
		Windowed	0	0
		Total	70	100
4	Educational Level	TVET/Diploma	12	17.14
		Degree	32	45.70
		Masters	24	34.30
		PhD	2	2.86
		Total	70	100
5	Academic Status	Laboratory Assistant	3	4.30
		Graduate Assistant I	6	8.60
		Graduate Assistant II	8	11.40
		Assistant Lecture	14	20
		Lecturer	36	51.40
		Assistant Professor	2	2.90
		Associate Professor	1	1.40
		Total	70	100
6	Year of Service	Less than 1 year	14	20
		1-5 years	34	48.60
		6-10 years	16	22.90
		Above 10 years	6	8.60
		Total	70	100

Source: Author's Survey, 2014

The above table (Table 1.1) shows the profile of academic staff participated in responding the questionnaire distributed. Sex, age, marital status, educational level, academic status, and year of service are respectively elaborated on the table. Accordingly, from the total number academic staffs, 94.3% of them were males and only 5.7% were females; majority of the respondents (60%) were categorized under the age group of 26-30 years old. And the next age group in which the respondents categorized was 20-25 years. And only 5.7% of the respondents were above 35 years old. From this it is possible to conclude that majority of the academic staff in private higher education institutions found in Adama Town were youngsters.

Besides, the above table revealed that 51.4% of the respondents were single and 47.10% were married and only 1.40% was divorced. Educational status of the academic staffs revealed that 45.70% were first degree holders, 34.30% were masters' holders, 17.14% TVET/Diploma holders, and only 2.86% were PhD holders. This figure depict that majority of the academic staffs in private higher education in Adama Town were first degree holder and second degree holder respectively. And only few of the academic staff possesses PhD. Consequently, their academic status is lecturer (51.4%) and assistant lecturer (20%). Finally, years of service disclosed that majority of the respondents served their institution 1-5 years (48.60%), followed by 6-10 years (22.90%), below 1 year (20%), and only 8.60% served above 10 years .

In net shell, majority of the academic staffs in private higher education found in Adama Town were males (94.3%), categorized in the age group of youngster (26-30 years), their marital status were single (51.40%), educational status first degree holder (45.70%), academic rank lecturer (51.4%), and served the institution from 1-5 years (48.60%).

TABLE 1.2: RESPONDENTS MONTHLY SALARY AND ITS COMPARISON WITH OTHER INDUSTRIES

Monthly salary in Ethiopian Birr	Comparison of Salary with other Industries										Total		
	Very low		Low		Medium		High		Very High				
	Fr.	%	Fr.	%	Fr.	%	Fr.	%	Fr.	%	Fr.	%	
Below 1000	1	1.43	0	0	0	0	0	0	0	0	0	1	1.43
1000-3000	12	17.14	16	22.86	6	8.57	0	0	0	0	34	48.57	
3001-5000	3	4.29	11	15.71	11	15.71	0	0	0	0	25	35.71	
5001-7000	3	4.29	2	2.86	3	4.29	1	1.43	0	0	9	12.86	
above 7000	0	0	0	0	0	0	1	1.43	0	0	1	1.43	
Total	19	27.15	29	41.43	20	28.57	2	2.86	0	0	70	100	

Source: Author's Survey, 2014

Table 1.2 indicates monthly salary earned by the academic staffs in private higher education institutions found in Adama Town and how they viewed their salary in comparison to other industries. Accordingly, majority of them paid 1000-3000 birr (48.57%), followed by 3001-5000 birr 35.71% of respondents earned. Only 1.43% of the academic staff earned above 7000 birr and below 1000 birr. The respondents compared their salary as it was low (41.43%), very low (27.15%), and medium (28.57%). Only 2 respondents (2.86%) replied as their salary was high and no respondents replied the salary paid to him/her was very high compared to other industries.

From the above table (table 1.2) it is possible to conclude that even though majority of the academic staff (48.57%) paid 1000-3000 birr, they compared their salary as it was low and very low (68.58%). This indicates that academic staffs are not satisfied with their salary which directly influences their motivational level.

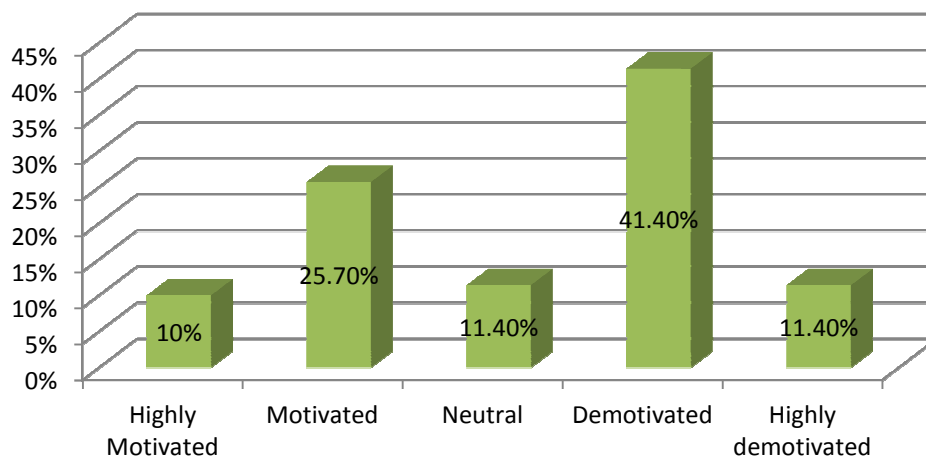
TABLE 1.3: POSITION HOLDER AND THEIR LEVEL OF SATISFACTION TO POSITION ALLOWANCE

Position Holder vs non-holder	Whether they satisfied with position allowance or not								Total	
	Yes				No					
	Fr.	%	Fr.	%	Fr.	%	Fr.	%	Fr.	%
Yes	27	38.57	4	14.81	23	85.19			27	100
No	43	61.43								
Total	70	100								

Source: Author's Survey, 2014

Table 1.3 depicts that whether the position holder satisfied or not with the position allowance paid to them. As shown above only 27 (38.57%) of respondents were position holder from the total respondents. From the total position holder only 4 (14.81%) respondents were satisfied with the position allowance paid to them, but the remaining 23 (85.19%) were not satisfied with the position allowance. Therefore, from this table it is possible to conclude that majority of academic staffs who holds position in private higher education institutions found in Adama Town were not satisfied with their position allowance.

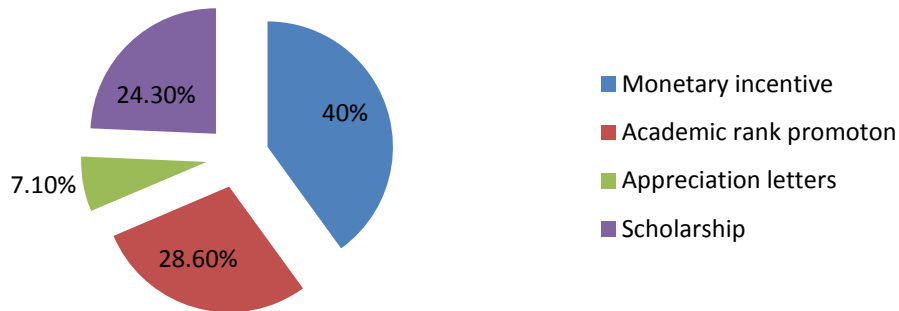
FIGURE 1.1: MOTIVATION LEVEL OF ACADEMIC STAFF



Source: Author's Survey, 2014

Figure 1.1. above shows the motivation level of academic staff in private higher education institutions found in Adama Town. The figure depicted that majority of the respondents (41.40%) were demotivated and 11.4% were highly demotivated with their current job. This means about 52.8% of the respondents replied that they are not motivated in teaching in private higher education institutions. And the remaining 25.70%, 11.40%, and 10% of the respondents said they are motivated, neutral, and highly motivated with their job respectively. From this we can conclude that majority of academic staffs in private higher education institutions found in Adama Town have less motivational level in their job.

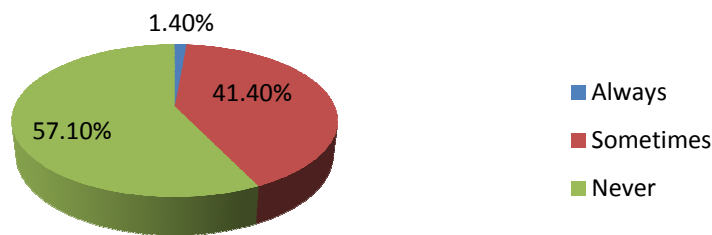
FIGURE 1.2: TYPES OF INCENTIVES MOTIVATES ACADEMIC STAFF



Source: Author's Survey, 2014

Figure 1.2. above revealed that the types of incentives motivates more the private higher education institutions found in Adama Town. Accordingly, majority of the respondents (40%) were motivated with monetary incentives, followed by academic rank promotion that 28.60% of them said, and 24.30% motivated if scholarship is given for their career development. But only 7.10% of the respondents replied that appreciation letters motivated them. From this it is possible

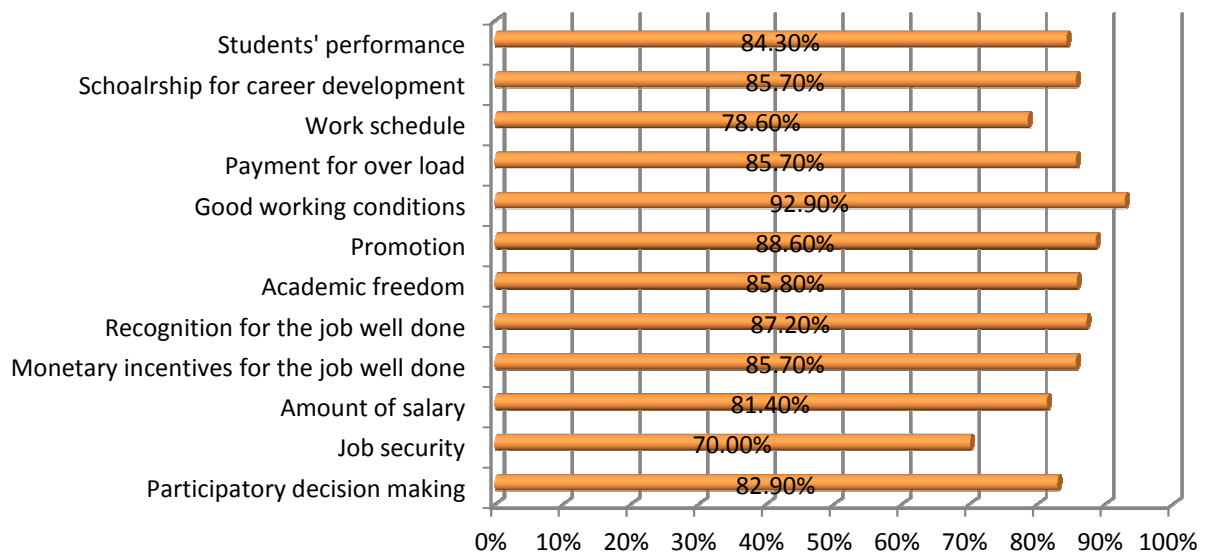
FIGURE 1.3: EXISTENCE OF RECOGNITION FOR OUTSTANDING EMPLOYEES



Source: Author's Survey, 2014

Figure 1.3 requested whether private higher education institutions recognize outstanding academic staff or not. Accordingly, majority of the respondents (57.10%) replied that they have never seen when outstanding academic staffs were recognized. Followed by 41.40% said sometimes there is recognition of outstanding employees, but only 1.4% replied as always outstanding employees recognized in their institution. From this one can conclude that private higher education institutions in Adama Town have not create atmosphere competition among academic staffs by recognizing outstanding employees.

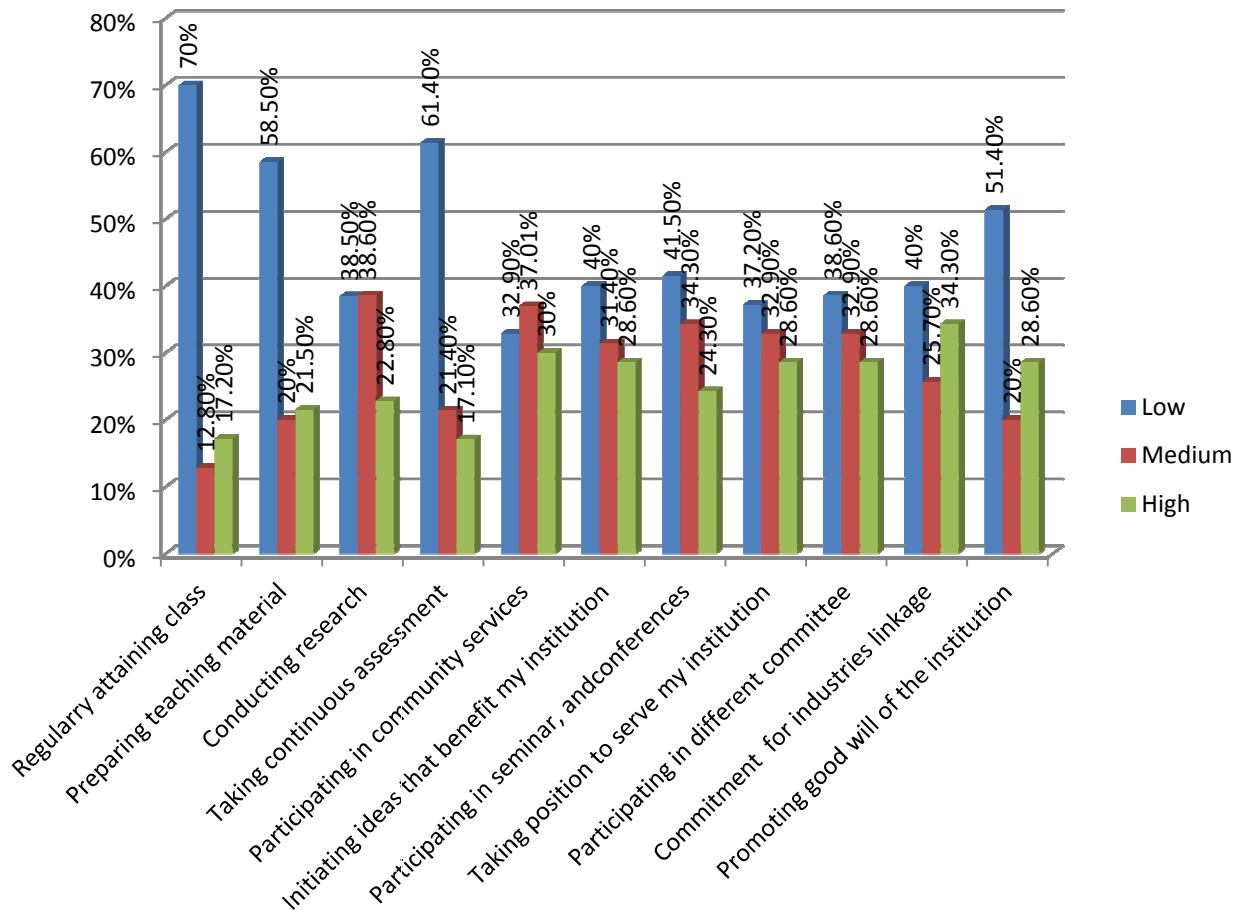
FIGURE 1.4: FACTORS INFLUENCING MOTIVATION LEVEL OF ACADEMIC STAFF (% OF ACADEMIC STAFFS WHO WERE RESPONDED AS THE FACTORS ARE IMPORTANT AND VERY IMPORTANT FOR THEIR MOTIVATIONAL LEVEL)



Source: Author's Survey

The above figure (Figure 1.4) revealed factors affecting motivational level of academic staff in private higher education institutions. The above factors asked the respondents to rate the impact of aforementioned factors on their motivational level by five point likert's scale (i.e. Very unimportant, unimportant, Neutral, Important, Very important). Accordingly, figure 1.4 reveals percentage respondents who replied as the factors are very important and important to their motivational level. The findings of the above graph shows above average respondents witnessed that all factors are important for their motivational level. As depicted on the figure good working condition ranked first by majority of respondents (92.90%), followed by academic rank promotion (88.60%), and then recognition for the job well done (87.20%). Relatively job security (70.00%), work schedule (78.60%), and amount salary (81.40) respectively responded by a few respondents. From this one can conclude that good working conditions, academic rank promotion, and recognition for the job well done are the most influential factors of motivation in private higher education institutions found in Adama Town.

FIGURE 4.5: LEVEL OF ACADEMIC STAFF MOTIVATION TO PERFORM DIFFERENT ACTIVITIES CONTRIBUTING TO QUALITY EDUCATION



Source: Author's Survey, 2014

The above figure (Figure 4.5) depicts the level of academic staff motivation towards performing different activities in their institutions. Eleven performance activities of academic staff were identified and asked whether they possessed high motivation, medium, or low. Accordingly majority of the respondents replied that their motivation level to all performing activities shown on the figure was low. Except for four performing activities (regularly attaining class, preparing teaching material, commitment for industries linkage, and promoting good will of the institution to stake holders) the response of the respondents were revealed that they have medium motivational level. The aforementioned activities are factors determining quality of education. But as shown in the figure in all the performance activities the motivation level of academic staff in private higher education institutions were low. From this it is possible to conclude that the quality of education given in private higher education institutions found in Adama Town was questionable since the academic staff motivation was low to perform performance activities those influence the quality of education.

TABLE 4.5: LEVEL OF AGREEMENT OF RESPONDENTS FOR EXISTENCE OF MOTIVATIONAL FACTORS

Motivational Factors	Level of Agreement										Total	
	Strongly disagree		Disagree		Neutral		Agree		Strongly agree		Fr.	%
	Fr.	%	Fr.	%	Fr.	%	Fr.	%	Fr.	%		
Existence of reasonable periodical increase in salary	27	38.6	22	31.4	7	10	8	11.4	6	8.6	70	100
Existence of effective performance appraisal system	14	20	21	30	13	18.6	13	18.6	9	12.8	70	100
Existence of effective promotional opportunities	16	22.9	24	34.3	12	17.1	11	15.7	7	10	70	100
Existence of equal pay for equal work	20	28.6	14	20	12	17.1	14	20	10	14.3	70	100

Source: Author's Survey, 2014

Table 4.5 reveals the level of agreement of academic staff in private higher education found in Adama Town regarding the existence of motivational factors. Accordingly, majority of the respondents (70%) disagree with the existence of reasonable periodical increase in salary, 10% of the respondents were neutral for the statement and only 20% of them agree with its existence. Regarding the existence of effective performance appraisal system 50% of the respondents were disagreeing, 18.6% neutral, and 31.4% agree. Besides, the table also disclosed whether effective promotional opportunities existed or not. Accordingly, 57.2% of respondents disagree with its existence, 17.1% neutral, and 34.3% agree with the existence of effective promotional opportunities. Finally, 48.6% of the respondents replied as they disagree with the existence of equal pay for equal work, 17.1% neutral, and 34.3% agree with it. From this it is possible to conclude that majority of the respondents disagree with the existence of reasonable periodical increase in salary, effective performance appraisal system, effective promotional opportunities, and existence of equal pay for equal work. Even though they are important motivational factors, they were missed in private higher education institutions found in Adama Town as the majority responded.

4. CONCLUSION AND RECOMMENDATIONS

4.1. CONCLUSION

- The study was conducted on assessment of academic staff motivation in private higher education institutions found in Adama Town. Seventy (70) academic staffs were returned the questionnaire from Unity University, Rift Valley University College, and Royal University College by simple random sampling. In this regard the finding revealed that majority of the respondents were males (94.30%), categorized in age group of 26-30 years (60%), single in their marital status (51.40%), first degree holder (45.70%), academic status of lecturer (51.40%), served the organization for 1-5 years (48.60%).

- Most of the academic staff in private higher education institutions found in Adama Town was paid monthly salary of 1000-3000 birr (48.57%). And majority of the respondents replied the salary was very low and low as compared to other industries.
- From the total respondents 27 (38.57%) of them hold position in their institution but of the total position holder only 4 (14.81%) respondents satisfied with the position allowance paid to them, the rest 23 (85.19%) were not satisfied with position allowance paid to them.
- Most of the academicians in private higher education institutions found in Adama Town were not motivated with their current job. For improvement of their motivation level they need monetary incentive, academic rank promotion, scholarship, and appreciation letters respectively as they replied.
- Most of the academicians witnessed that there was no recognition for outstanding employees in their institutions.
- Students' performance, scholarship for career development, work schedule, payment for over load, good working condition, promotion, academic freedom, recognition for the job well done, monetary incentive, amount of salary, job security, participatory decision making are the factors influencing motivational level of academic staff in private higher education institutions.
- The motivational level of academic staff to regularly attending class, preparing teaching material, conducting research, taking continuous assessment, participating in community services, initiating ideas that benefits their institution, participating in seminar and conferences, voluntarily in taking position to serve the institution, participating in different committee, commitment to link the institution to industries, and promoting good will of the institution were low as majority of them replied.
- Finally more than 50% of the academicians disagree with existence of reasonable periodical increase in salary, effective performance appraisal, effective promotional opportunities, and equal pay for equal work in PHEIs found in Adama Town.

4.2. RECOMMENDATIONS

In light of the finding the following recommendations were drawn:

- It is impossible to insure the quality of education without motivating academic staff of private higher education institutions. The finding shows that the amount of salary paid to academicians in PHEIs was low as compared to other industries. Therefore, the management of private higher education institutions found in Adama Town should improve the amount of salary currently paid and also there should be reasonable increment in salary periodically.
- Academicians are not willing to take position in their institution and those who hold position were also not satisfied with the position allowance. Therefore, the position allowance paid to position holder should be significant so as it create competition among academic staff to hold position.
- Private higher education institutions should design effective performance appraisal system and based on the result there should be recognition for outstanding employees. This maintains the sense of competition among staffs and they motivated to exert their maximum effort for the incentives package available.
- The factors that motivate academic staff should get attention by the owners of private higher education institutions so as to ensure the quality of education.

REFERENCES

1. Bennell Paul (2004). **Teacher Motivation and Incentives in Sub-Saharan Africa and Asia, knowledge and Skills for development**, Brighton, England
2. Frase, Larry E. 1992. **Maximizing People Power in Schools: Motivating and Managing Teachers and Staff**. Newbury Park, CA: Corwin Press, Inc.
3. Grayling, A.C. (2002). **The Reasons of Things: Living with Philosophy**, Phoenix, London
4. Guajardo Jarrent (2011). **Teacher Motivation: Theoretical Framework, Situation Analysis of Save the Children Country Offices, and Recommended Strategies, Information about the structure of the education system of Ethiopia and the evaluation of degrees obtained in Ethiopia**, International Recognition Department 2012 Nuffic, The Hague
5. Javaid, N. (2009). **Teacher Motivation - An Area of Neglect – CIDA, Pakistan Programme**.
6. Kressler, H. (2003). **Motivate and Reward: Performance Appraisal and Incentive System for Business Success**, Palgrave Macmillan, New York:
7. Lin P Y (2007). **The Correlation Between Management and Employee Motivation in SASOL Polypropylene in Business**, South Africa, Dissertation Thesis of Master Degree, University of Pretoria, South Africa.
8. Mcshane L. Stevenc and Mary Ann Von Glinow (2003). **Organizational Behaviour**, 2nd ed., McGraw Hill- Higher Education
9. Michaelowa, Katharina (2002). **Teacher Job Satisfaction, Student Achievement, and the Cost of Primary Education in Francophone Sub-Saharan Africa**. Discussion Paper 188, Hamburg Institute of International Economics,
10. Saunders, M., Lewis, P. and Thornhill, A., (2009). **Research Methods for Business Students**. Essex: Pearson Education Limited.
11. Tenna Dewo (2011). **Quality Education, Academic Staff and Morality**, Rift Valley University College, the third proceedings of the third national conference on Research for Quality and Relevant Education and Training, Adama, Ethiopia
12. UNESCO (2006). **Teacher Motivation, Compensation and Working Conditions**, International Institute for Educational Planning (IIEP) www.unesco.org/iiep
13. Werkeneh B. And Shimelis Z. (2010). **Academic Staff Reward System: A Case of Jimma University**, Ethiop. J. Educ. And Sc. Vol 6 No 1.
14. Voluntary Service Overseas (2002). **What Makes Teachers Tick? A Policy Research Report on Teachers' Motivation in Developing Countries**, London: VSO International.
15. World Bank (2004). **World Development Report 2004. Making services work for the poor**. World Bank, Washington D.C.
16. Wossenu Yimam and Mulu Nega (2012). **Current Issues in Ethiopian Private Higher Education Institutions**, Forum for social studies, Ethiopia.

REQUEST FOR FEEDBACK

Dear Readers

At the very outset, International Journal of Research in Commerce, IT & Management (IJRCM) acknowledges & appreciates your efforts in showing interest in our present issue under your kind perusal.

I would like to request you to supply your critical comments and suggestions about the material published in this issue as well as on the journal as a whole, on our E-mail infoijrcm@gmail.com for further improvements in the interest of research.

If you have any queries please feel free to contact us on our E-mail infoijrcm@gmail.com.

I am sure that your feedback and deliberations would make future issues better – a result of our joint effort.

Looking forward an appropriate consideration.

With sincere regards

Thanking you profoundly

Academically yours

Sd/-
Co-ordinator

DISCLAIMER

The information and opinions presented in the Journal reflect the views of the authors and not of the Journal or its Editorial Board or the Publishers/Editors. Publication does not constitute endorsement by the journal. Neither the Journal nor its publishers/Editors/Editorial Board nor anyone else involved in creating, producing or delivering the journal or the materials contained therein, assumes any liability or responsibility for the accuracy, completeness, or usefulness of any information provided in the journal, nor shall they be liable for any direct, indirect, incidental, special, consequential or punitive damages arising out of the use of information/material contained in the journal. The journal, nor its publishers/Editors/Editorial Board, nor any other party involved in the preparation of material contained in the journal represents or warrants that the information contained herein is in every respect accurate or complete, and they are not responsible for any errors or omissions or for the results obtained from the use of such material. Readers are encouraged to confirm the information contained herein with other sources. The responsibility of the contents and the opinions expressed in this journal is exclusively of the author (s) concerned.

ABOUT THE JOURNAL

In this age of Commerce, Economics, Computer, I.T. & Management and cut throat competition, a group of intellectuals felt the need to have some platform, where young and budding managers and academicians could express their views and discuss the problems among their peers. This journal was conceived with this noble intention in view. This journal has been introduced to give an opportunity for expressing refined and innovative ideas in this field. It is our humble endeavour to provide a springboard to the upcoming specialists and give a chance to know about the latest in the sphere of research and knowledge. We have taken a small step and we hope that with the active co-operation of like-minded scholars, we shall be able to serve the society with our humble efforts.

Our Other Journals

