

# Organisational Climate: Its Impact on Teacher Commitment

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## Abstract

This study attempts to bring everyone's attention to two prominent areas being neglected over the years. Organisational climate and teacher commitment are two such areas which are not given due importance in our nation. Several attempts have been made to improve the quality of schools but still we forget to consider these two areas. Teachers are the ones who are the backbone of teaching learning process and their working style and commitment depends a lot on the organisational climate they are working in. Open and healthy climate can improve teacher commitment which will directly have huge impact on the achievement of the students. Organisational climate needs to be free from any sort of bias and should consider teachers as a part of decision-making. In a developing nation like India it becomes more important to focus on these two as its fruits will be seen in the future.

**Keywords:** Organisational Climate, Teacher Commitment, Teacher, Student and School.

## Introduction

In our nation, education is considered as the most important factor for growth and development. Considering the importance of education it has been made free and compulsory for all students from 7 to 14 years, not only this from time to time government takes several steps to improve the quality of education. Swami Vivekananda rightly said, "Education is the manifestation of perfection already reached in man." Chanakya said, "The mother and Father are enemies who do not give education to their children". To be educated is one's right and no one should be deprived of it. Education is the weapon which can bring change in the society. India is a developing nation and to a nation like us one factor which can lead us to the path of success is education. Keeping that in mind schools in our nation are considered as temples, place which need to be worshiped and teachers are considered as the pillars of schools. School is one such place where students spend their maximum time apart from their home. After parents, one person to whom students are associated on a day to day basis are teachers. Schools and teachers are such factors which play powerful role in the development of students.

Commitment refers to the measure of connection of the employees with the goals and mission of their profession wherein they are ready to make efforts to meet the goals of the organisation. Commitment is not a new concept. For years it has been used in different setups. In education teacher commitment is one of the main elements of an organisation. It is essential to create an effective organisational climate for effective and committed teachers for realizing the goals. Teachers' job nowadays is quite complex and requires complete engagement on the part of the teacher. Change in technology and society has also changed the demands from the teacher and has opened new challenges in front of the teachers. It expects teachers to work with full energy and dedication. A committed teacher is inspired to enhance his teaching skills and help students to learn better. Teachers are one who can make difference in the society. Organisational climate and teacher commitment towards organisation, teaching, students, society and other associated aspects are explored and its effect on various dimensions is studied in this research paper.



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**Aim of the study**

Study aims to bring into light the impact of organisational climate on the working of teachers and their commitment towards the organisation. One school is different from the other because of its working style. The paper attempts to highlight the different kinds of organisational climate and how it influences the working style of the teachers working in it which ultimately affect the performance of students.

**Concept of Organisational Climate**

Organisation refers to a group of people, who are occupied in pursuing defined objectives. Climate refers to the shared perception of what the members of the organization feel in terms of values, beliefs, norms of the organizational culture and leadership styles. Thus, a school's organisational climate can be considered as a set of organisational characteristics which is created by the way the school organisation works. According to Halpin and Croft (1963) organizational climate is a flow of behavior and feeling in a group, they state "personality is to the individual what organizational climate is to the organizations". Herein school climate can be considered as psychological characteristic that influences the way teachers work.

**Concept of Teacher Commitment**

Before talking about teacher commitment we need to understand the concept of commitment. Commitment refers to the values or beliefs which motivate people to work with full energy and dedication towards attainment of the goals of the organisation. It is the mindset of employees which reflects their willingness to work with all energy for any person, entity, goal or plan. Commitment does not mean to being in job but being fully involved in the work of the organisation. The term teacher commitment refers to a teacher's devotion for his/her job.

According to Webster's New World Dictionary, "commitment is referred to as pledging or binding of one self, in continuing a course of action".

Cambridge' International Dictionary, "To Commit means to promise or give (your loyalty or money) to a 24 particular principle, person or plan of action. If you want to be an actor, you have, really commit yourself to it, i.e., spend all your time trying to fulfill this aim. Thus, commitment depicts the firm and not changing orientation in support of one's belief in his principles or action".

A committed teacher tries new ways of teaching, has good relationship with students, believes in the vision of the school, considers student's interest in teaching learning process, motivates students to do well, tries to connect with students, and is ready to invest time for better understanding of the students.

**Commitment to School & Society**

Teaching is a demanding job and it requires a lot of dedication, hard work and commitment. Teacher commitment is that variable which contributes a lot in the achievement of the students. It is one of the prominent professional characteristic that

helps in the fulfillment of the goals of the school and in the success of teachers as well as students.

In several studies it has been found that low level of teacher commitment leads to low level of students' achievement and affects their overall development. We need committed teachers to prepare students for this competitive world. The growth of educational institutions depends on the quality of teachers they possess. The world has changed and nowadays we talk about the concept of human resource. In such a scenario, teachers' role in development of nation becomes much more crucial.

Today, we talk about child centered teaching but we cannot neglect the point that teacher plays a crucial role in the whole teaching learning process. At present, it is important to understand that the educational setup is neglecting teacher in educational researches. There is a gap in educational researches which needs to be filled soon. If we want to improve the quality of education we need to bring our focus on the teachers. The climate in which the teacher is working has an impact on their commitment. We often forget that by changing books, infrastructure and dress etc., quality education cannot be achieved if the teacher is neglected. At present, teaching is not given the same importance as it was given earlier. There was a time when the society respected teachers. But the situation has changed and so has the condition of teachers. They are forced to work in rigid situations wherein they are not able to use their potential. Schools try to exploit teachers by paying less and getting more work from them. Society has also lost faith in the teachers. Whether it is principal, students, parents or society everyone is looking down upon teachers.

To be specific, I want to draw your attention to the relationship of organisational climate and teacher commitment. There is a direct relationship between the two and by improving the organisational climate we can bring upon change in teacher commitment which will be beneficial in long run.

We talk about quality education and try in everything to fill the gap and increase the level of quality in teaching learning process. We have changed the whole infrastructure, from blackboards to smart boards, e-learning system is being followed, but we forget the main component i.e., teacher. Teachers are overburdened with work. Apart from teaching learning process, teachers have to collect fees, maintain registers, decorate classrooms, and so many other clerical works are handed over to teachers. In spite of so much work they are paid less and always live in the fear of losing their job. We forget that if we want to improve the quality in education system we need to work towards providing better and secure teaching jobs to teachers. Job satisfaction of teachers and the organisational climate in which they work in are still neglected. Teacher absenteeism and frequent change in job shows that the teachers are not committed towards their job. It has been found out that many teachers are not satisfied with the conditions in which they have to work. They continue

to work because of less job opportunities and also they have the pressure of earning.

#### **Importance of Teacher Commitment**

A teacher needs to be committed to professional ethics, students, social values and the organisation. Teachers are the pillars of the school organisation. They are the ones who shape the future. Still they are being continuously blamed and targeted for the lack of commitment towards the school, towards the children and towards the society. Teaching was considered as a noble profession and teachers were given a place next to God. But the scenario has completely changed now.

Teacher has a key position in teaching learning process. Teaching has moved from autocratic to democratic and now to laissez faire, but still the main force behind the whole process of teaching learning is teacher.

1. A committed teacher works with full excitement and energy. They are ready to give their best to the organisation.
2. Committed teachers are passionate about teaching and have the desire to do better everyday.
3. They are able to generate new teaching techniques and methods.
4. They always seek for more opportunities to perform better as they are fond of their work.
5. They inspire students to learn better and help to transform students into passionate learners.
6. They feel strong bond with the organisation due to which they are dedicated towards their work.
7. They are motivated to do their job and its outcome is visible in students' academic performance.
8. A committed teacher always has the thirst to learn new innovations in the field of education. They are not afraid of new challenges rather they are excited to face them.
9. They are able to create effective teaching learning environment for students.
10. They have faith in the vision and mission of the organisation and are encouraged to meet the goals of the organization.

#### **Two Ways to Inculcate Teacher Commitment**

##### **Realizing the Responsibility :**

Teachers are the builders of the future generation. They have been entrusted with the responsibility of producing good citizens with great values.

##### **2. Improving Quality Of Teacher Education Programmes:**

Teachers should be given opportunities to go to orientation programmes, refresher courses, workshops organized by various agencies. This helps teachers to renew their knowledge, skills and competencies and ultimately enhances commitment to their profession.

##### **Types of Organisational Climate & Its Impact on Teacher Commitment**

There are several types of organisational climate explained by different educationists. Each type of climate has different way of meeting goals and as teachers are the ones who help in achieving goals,

so organisational climate defines how the teachers will work under different climate. Following are four important types of organisational climate:

##### **Open Climate**

It is relatively opened. In such an organizational climate teachers are not held up in their work. They work together without complaints and are warm and friendly with one another. They enjoy job satisfaction and sense of accomplishment. In this climate, teachers attain social need satisfaction and are committed towards their work. They are eager to try new methods and are always open for new ideas to enhance the effectiveness of teaching learning process. They feel free to share their ideas and are more involved in effective planning. They get immediate feedback and are motivated to do better.

##### **Autonomous Climate**

This has less openness. The teachers are given almost complete freedom and they achieve their goals without any difficulty and quickly. Spirits of the teachers are almost high but not as high as in open climate. The principal remains distant from the teachers. Teachers are free to act independently and take their own decisions. In such an organisation teachers are free to experiment with new ideas. These ideas are shared with other teachers as well. New and existing teachers feel free with each other and learn from one another. Teachers direct their own work and are more engaged in their work.

##### **Controlled Climate**

This reflects lesser degree of openness than both open and autonomous climate types. All work hard and there is hardly any time for social relations with others. Teachers are expected to get work done and they expect to be told personally just how to do it. This is highly task-oriented. Principal only cares about the results. Principal delegates responsibilities to the teachers and teachers are the ones who have to do it the way it has been directed. There is no attention paid on social need satisfaction. There is no team or group work. Communication is one sided, teachers are directed all the work. Teachers are not motivated or made to feel connected with the organisation. They lack commitment as human aspect of the teacher is neglected. Teachers' ideas are not entertained and encouraged.

##### **Familiar Climate**

The main feature of this climate is the friendly behavior of both the Principal and the teachers. Social needs satisfaction is tremendously high while modest is done for the group activities to be directed towards target achievement. Social need satisfaction is given importance in this sort of climate. Everyone acts as a one large happy family. Teachers are friendly with each other and are connected at personal level. Their involvement and interaction is high. There is no senior or junior concept. Principal does not act as a boss instead acts as a team member. Communication is both ways.

##### **Closed Climate**

This sort of climate gives no importance to the teachers' job satisfaction or social need satisfaction. The Principal sets the rules and teachers

have to follow them. Teachers are not given any freedom and are not motivated. They have to work the way they are directed. Principal is impersonal with the teachers. Principal sets all the rules and teachers have to follow it. Principal's decision is supreme and he/she does not believe in motivating teachers. Teachers ideas are neither entertained nor given due importance. There is no interaction between teachers and principal. Relation of teachers and students is also limited. No one is involved with one another. Everyone works according to the set rules.

Above mentioned are different types of organisational climate and how it has its impact on the teachers and working of the school. We need to understand that the way teachers will work will have huge impact on the growth of students as well. We in this era should not be focused on just marks or academic achievement of students but we need to keep in mind that overall development of students is important. So organisational climate need to be motivating and encouraging. Teachers' ideas needs to be encouraged and regular feedback and reinforcement should be followed.

#### **Conclusion:**

Teacher commitment is an important aspect from the point of view of growth and development of the school organisation. It can be achieved by making the teachers aware of their responsibility and by improving the quality of teacher education programmes. We also need to focus on the professional growth of teachers. Time to time in service training is required so that the teachers can be imparted new teaching methods. Organisational climate has been categorized into different types on the basis of its working style and environment provided. Hence, the administration needs to focus on the climate they are creating for better results.

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