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A P P E N D I X - 7

Organizational Climate, Teacher morale and School Quality

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Dear friend,

I am sure you are well aware of the nation wide interest in the improvement of the quality of education of our children. A deep interest in how we, as teachers, can contribute towards this, has prompted me to undertake this study.

I shall be extremely grateful to you, if you would kindly answer the enclosed questionnaire. The items on the questionnaire describe typical behaviours or conditions that occur within a school organization. Please indicate to what extent each of these descriptions characterizes your school.

Please read the instructions which describe how you should mark your responses. There are no right or wrong responses, so do not hesitate to mark the statements frankly. You will notice that there is no place for your name. Please do not record your name. All responses will be strictly confidential and results will be reported by groups only.

Please be sure that you mark every item.

Thank you very much for your kind attention to my request.

Sincerely Yours,

(J. K. PILLAI)

Introductory Data

Date_____

Place_____

Name of the School_____

Age_____ Sex_____

Highest Degree completed_____

Major Teaching Subject_____

Form A

Out of the four choices given for each of the following items, please select one (and only one) and put a circle around the number indicating your choice. The choices are given on the top right hand corner of each page. Printed below is an example of a typical item found in the questionnaire.

- | |
|--------------------------|
| 1 Rarely occurs |
| 2 Sometimes occurs |
| 3 Often occurs |
| 4 Very frequently occurs |

Teachers call each other by their first name ... 1 2 (3) 4

In this example, alternative (3) is circled by the respondent to indicate the interpersonal relationship described by this item 'often occurs' in his school.

Please mark your response clearly as in the example.

1. The mannerisms of teachers at this school are annoying ... 1 2 3 4
2. There is a minority group of teachers who always oppose the majority ... 1 2 3 4
3. Teachers exert group pressure on nonconforming faculty members ... 1 2 3 4
4. Teachers seek special favours from the principal ... 1 2 3 4
5. Teachers interrupt other faculty members who are talking in staff meetings ... 1 2 3 4
6. Teachers ask nonsensical questions in faculty meetings ... 1 2 3 4

1	Rarely occurs
2	Sometimes occurs
3	Often occurs
4	Very frequently occurs

7. Teachers ramble when they talk in faculty meetings... 1 2 3 4
8. Teachers at this school stay by themselves ... 1 2 3 4
9. Teachers talk about leaving the school system ... 1 2 3 4
10. Teachers socialize together in small select groups ... 1 2 3 4
11. Routine duties interfere with the job of teaching ... 1 2 3 4
12. Teachers have too many committee requirements ... 1 2 3 4
13. Student progress reports require too much work ... 1 2 3 4
14. Administrative paper work is burdensome at this school ... 1 2 3 4
15. Sufficient time is given to prepare administrative reports ... 1 2 3 4
16. Instructions for the operation of teaching aids are available ... 1 2 3 4
17. The morale of the teachers is high ... 1 2 3 4
18. The teachers accomplish their work with great aim, vigor, and pleasure. ... 1 2 3 4
19. Teachers at this school show much school spirit ... 1 2 3 4
20. Custodial service is available when needed ... 1 2 3 4
21. Most of the teachers here accept the faults of their colleagues. ... 1 2 3 4
22. School supplies are readily available for use in class work. ... 1 2 3 4
23. There is considerable laughter when teachers gather informally. ... 1 2 3 4
24. In faculty meetings, there is the feeling of "let's get things done". ... 1 2 3 4
25. Extra books are available for classroom use. ... 1 2 3 4
26. Teachers spend time after school with students who have individual problems. ... 1 2 3 4

1	Rarely occurs
2	Sometimes occurs
3	Often occurs
4	Very frequently occurs

27. Teachers' closest friends are other faculty members at this school. ... 1 2 3 4
28. Teachers invite other faculty members to visit them at home. ... 1 2 3 4
29. Teachers know the family background of other faculty members. ... 1 2 3 4
- ✓ 30. Teachers talk about their personal life to other faculty members. ... 1 2 3 4
31. Teachers have fun socializing together during school time. ... 1 2 3 4
32. Teachers work together preparing administrative reports. ... 1 2 3 4
33. Teachers prepare administrative reports by themselves. ... 1 2 3 4
34. Faculty meeting are organized according to a tight agenda. ... 1 2 3 4
35. Faculty meetings are mainly principal - report meetings. ... 1 2 3 4
36. The principal runs the faculty meeting like a business conference. ... 1 2 3 4
37. Teachers leave the grounds during the school day. ... 1 2 3 4
38. Teachers eat lunch by themselves in their own classrooms. ... 1 2 3 4
- ✓ 39. The rules set by the principal are never questioned. ... 1 2 3 4
40. Teachers are contacted by principal each day. ... 1 2 3 4
41. School secretarial service is available for teachers' use. ... 1 2 3 4
42. Teachers are informed of the results of a supervisor's visit. ... 1 2 3 4
43. The principal makes all class scheduling decisions. ... 1 2 3 4
44. The principal schedules the work for the teachers. ... 1 2 3 4

1	Rarely occurs
2	Sometimes occurs
3	Often occurs
4	Very frequently occurs

45. The principal checks the subject - matter ability of teachers. ... 1 2 3 4
46. The principal corrects teachers' mistakes. ... 1 2 3 4
47. The principal ensures that teachers work to their full capacity. ... 1 2 3 4
48. Extra duty for teachers is posted conspicuously. ... 1 2 3 4
49. The principal talks a great deal. ... 1 2 3 4
50. The principal goes out of his way to help teachers. ... 1 2 3 4
51. The principal sets an example by working hard himself. ... 1 2 3 4
52. The principal uses constructive criticism. ... 1 2 3 4
53. The principal is well prepared when he speaks at school functions. ... 1 2 3 4
54. The principal explains his reasons for criticism to teachers. ... 1 2 3 4
55. The principal looks out for the personal welfare of teachers. ... 1 2 3 4
56. The principal is in the building before teachers arrive. ... 1 2 3 4
57. The principal tells teachers of new ideas he has run across. ... 1 2 3 4
58. The principal is easy to understand. ... 1 2 3 4
59. The principal helps teachers solve personal problems... 1 2 3 4
60. The principal does personal favours for teachers. ... 1 2 3 4
61. The principal stays after school to help teachers finish their work. ... 1 2 3 4
62. The principal helps staff members to settle minor differences. ... 1 2 3 4
63. Teachers help select which courses will be taught. ... 1 2 3 4
64. The principal tries to get better salaries for teachers. 1 2 3 4

Form B - Directions

Read each statement carefully. The indicate whether you agree, probably agree, probably disagree or disagree with each statement.

Mark your answers in the following manner:

If you agree with the statement,
circle "A" ... (A) PA PD D

If you are somewhat uncertain, but
Probably agree with the state-
ment, circle "PA" ... A (PA) PD D

If you are somewhat uncertain, but
probably disagree with the
statement circle "PD"... A PA (PD) D

If you disagree with statement,
circle "D" ... A PA PD (D)

1. Details, "red tape," and required reports absorb too much of my time. ... A PA PD D
2. The work of individual faculty members is appreciated and commended by our principal ... A PA PD D
3. Teachers feel free to criticize administrative policy at faculty meetings called by our principal... A PA PD D
4. The faculty feels that their suggestions pertaining to salaries are adequately transmitted by the school administration to the top administration. ... A PA PD D
5. Our principal shows favouritism in his relations with the teachers in our school. ... A PA PD D
6. Teachers in this school are expected to do an unreasonable amount of record-keeping and clerical work. ... A PA PD D
7. My principal makes a real effort to maintain close contact with the faculty. ... A PA PD D
8. Community demands upon the teacher's time are unreasonable. ... A PA PD D
9. I am satisfied with the policies under which pay raises are granted. ... A PA PD D
10. My teaching load is greater than that of most of the other teachers in our school. ... A PA PD D

11. The extra-curricular load of the teachers in our school is unreasonable. ... A PA PD D
12. Our principal's leadership in faculty meetings challenges and stimulates our professional growth. ... A PA PD D
13. My teaching position gives me the social status in the community that I desire. ... A PA PD D
14. The number of hours a teacher must work is unreasonable ... A PA PD D
15. Teaching enables me to enjoy many of the material and cultural things I like ... A PA PD D
16. My school provides me with adequate classroom supplies and equipment. ... A PA PD D
17. Our school has a well-balanced curriculum ... A PA PD D
18. There is a great deal of griping, arguing, taking sides, and feuding among our teachers. ... A PA PD D
19. Teaching gives me a great deal of personal satisfaction. ... A PA PD D
20. The curriculum of our school makes reasonable provision for student individual differences. ... A PA PD D
21. The procedures for obtaining materials and services are well defined and efficient. A PA PD D
22. Generally, teachers in our school do not take advantage of one another ... A PA PD D
23. The teachers in our school co-operate with each other to achieve common personal, and professional objectives ... A PA PD D
24. Teaching enables me to make my greatest contribution to society A PA PD D
25. The curriculum of our school is in need of major revisions. ... A PA PD D
26. I love to teach ... A PA PD D
27. If I could plan my career again; I would choose teaching ... A PA PD D
28. Experienced faculty members accept new and younger members as colleagues .. A PA PD D
29. I would recommend teaching as an occupation to students of high scholastic ability. ... A PA PD D

30. If I could earn as much money in another occupation, I would stop teaching ... A PA PD D
31. The school schedule places my classes at a disadvantage ... A PA PD D
32. Within the limits of financial resources, the school tries to follow a generous policy regarding fringe benefits, professional travel, professional study, etc. ... A PA PD D
33. My principal makes my work easier and more pleasant. ... A PA PD D
34. Keeping up professionally is too much of a burden. A PA PD D
35. Our community makes its teachers feel as though they are a real part of the community. ... A PA PD D
36. Salary policies are administered with fairness and justice. ... A PA PD D
37. Teaching affords me the security I want in an occupation. ... A PA PD D
38. My school principal understands and recognizes good teaching procedures. ... A PA PD D
39. Teachers clearly understand the policies governing salary increases. ... A PA PD D
40. My classes are used as a "dumping ground" for problem students. ... A PA PD D
41. The lines and methods of communication between teachers and the principal in our school are well developed and maintained. ... A PA PD D
42. My teaching load in this school is unreasonable. ... A PA PD D
43. My principal shows a real interest in my department. ... A PA PD D
44. Our principal promotes a sense of belonging among the teachers in our school. ... A PA PD D
45. My heavy teaching load unduly restricts my non-professional activities ... A PA PD D
46. I find my contacts with students, for the most part, highly satisfying and rewarding. ... A PA PD D
47. I feel that I am an important part of this school. ... A PA PD D
48. The competency of the teachers in our school compares favourably with that of teachers in other schools with which I am familiar. ... A PA PD D

49. My school provides the teachers with adequate audio-visual aids and projection equipment. ... A PA PD D
50. I feel successful and competent in my present position. ... A PA PD D
51. I enjoy working with student organizations, clubs and societies. ... A PA PD D
52. Our teaching staff is congenial to work with. ... A PA PD D
53. My teaching associates are well prepared for their jobs. ... A PA PD D
54. Our school faculty has a tendency to form into cliques. ... A PA PD D
55. The teachers in our school work well together. ... A PA PD D
56. I am at a disadvantage professionally because other teachers are better prepared to teach than I am. ... A PA PD D
57. Our school provides adequate clerical services for the teachers. ... A PA PD D
58. As far as I know, the other teachers think I am a good teacher. ... AP A PD D
59. Library facilities and resources are adequate for the grade or subject area which I teach. ... A PA PD D
60. The "stress and strain" resulting from teaching makes teaching undesirable for me. ... A PA PD D
61. My principal is concerned with problems of the faculty and handles these problems sympathetically. ... A PA PD D
62. I do not hesitate to discuss any school problem with my principal. ... A PA PD D
63. Teaching gives me the prestige I desire. ... A PA PD D
64. My teaching job enables me to provide a satisfactory standard of living for my family. ... A PA PD D
65. The salary schedule in our school adequately recognizes teacher competency. ... A PA PD D
66. Most of the people in this community understand and appreciate good education. ... A PA PD D
67. In my judgment, this community is a good place to raise a family. ... A PA PD D
68. This community respects its teachers and treats them like professional persons. ... A PA PD D

69. My principal acts as though he is interested in me
and my problems. ... A PA PD D
70. My school principal supervises rather than
"snoopervises" the teachers in our school. ... A PA PD D
71. It is difficult for teachers to gain acceptance by
the people in this community, ... A PA PD D
72. Teachers meetings as now conducted by our
principal waste the time and energy of the staff. ... A PA PD D
73. My Principal has a reasonable understanding of
the problems connected with my teaching
assignment. A PA PD D
74. I feel that my work is judged fairly by my
principal. ... A PA PD D
75. Salaries paid in this school compare favourably
with salaries in other schools with which I am
familiar. A PA PD D
76. Most of the actions of students irritate me. ... A PA PD D
77. The cooperativeness of teachers in our school
helps make my work more enjoyable, ... A PA PD D
78. My students regard me with respect and seem to
have confidence in my professional ability. ... A PA PD D
79. The purposes and objectives of the school cannot
be achieved by the present curriculum. A PA PD D
80. The teachers in our school have a desirable
influence on the values and attitudes of their
students. A PA PD D
81. This community expects its teachers to meet
unreasonable personal standards. A PA PD D
82. My students appreciate the help I give them with
their school work. A PA PD D
83. To me there is no more challenging work than
teaching. A PA PD D
84. Other teachers in our school are appreciative of
my work. A PA PD D
85. As a teacher in this community, my nonprofes-
sional activities outside of school are unduly
restricted. ... A PA PD D
86. As a teacher, I think I am as competent as
most other teachers. A PA PD D

- | | |
|---|---------------|
| 87. The teachers with whom I work have high professional ethics. | ... A PA PD D |
| 88. Our school curriculum does a good job of preparing students to become enlightened and competent citizens. | ... A PA PD D |
| 89. I really enjoy working with my students. | ... A PA PD D |
| 90. The teachers in our school show great deal of initiative & creativity in their teaching assignments. | ... A PA PD D |
| 91. Teachers in our community feel free to discuss controversial issues in their classes. | ... A PA PD D |
| 92. My principal tries to make me feel comfortable when he visits my classes. | ... A PA PD D |
| 93. My principal makes effective use of the individual teacher's capacity and talent. | ... A PA PD D |
| 94. The people in this community, generally, have a sincere and wholehearted interest in the school system. | ... A PA PD D |
| 95. Teachers feel free to go to the principal about problems of personal group welfare. | ... A PA PD D |
| 96. This community supports ethical procedures regarding the appointment of members of the teaching staff. | ... A PA PD D |
| 97. This community is willing to support a good program of education. | ... A PA PD D |
| 98. Our community expects the teachers to participate in too many social activities. | ... A PA PD D |
| 99. Community pressures prevent me from doing my best as a teacher. | ... A PA PD D |
| 100. I am well satisfied with my present teaching position. | ... A PA PD D |

Thank you for answering the questionnaire

Please Return to

JAYA. K. PILLAI

ENDHAWIN

LOWER SHOLA ROAD

KODAIKANAL.