

# Organisational Climate and Employee Engagement of School Teachers of Assam

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## Abstract

*Organisational Climate and Employee Engagement are important aspects in an organisation. These two aspects to a large extent determine the efficiency and involvement of the employees in an organisation which in turn affects an organisation's effectiveness. In recent times a lot of initiatives are also undertaken by organisations in order to enhance and provide good organisational climate and employee engagement amongst their employees for better functioning of organisations. Despite this, there is a dearth of research work in the said area specially among school teachers of Assam. Therefore, this paper aims at studying the relation between organisational climate and employee engagement of the secondary school teachers teaching in private and state government schools of Assam. A sample of 40 private and 40 state government school teachers (N=80) have been taken for the study. Quantitative analysis has been done in order to analyse the data obtained for the study. The result showed a significant positive relationship between the overall organisational climate and employee engagement of government and private schools of Assam.*

**Keywords:** Employee engagement, organisational climate, organisation, school teachers

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## Introduction

Organisational Climate of an organisation is also known as the corporate climate. It is very important in order to enhance the performance of the employees of an organisation and the efficiency of the organisation at large. There are various factors that affect an organisation's climate like the organisation's structure, rewards received by the employees, leadership process, organisational values and norms, physical environment, individual responsibilities, support, management structure, concern for new employees, opportunities for exercising individual initiatives, communication, promotions, feedback etc. and it is important for an organisation to always strive to provide an optimum environment to the employees.

Castro, M. & Martins, N. (2010) defined organisational climate as "Organisational climate can be defined as the shared perceptions, feelings and attitudes organisational members have about the fundamental elements of the organisation which reflect the established norms, values and attitudes of the organisation's culture and influence individual's behaviour either positively or negatively."

Schneider, B. (1975) defined organisational climate as "Organisational climate represent employees' perceptions of organisational policies, practices, procedures and subsequent patterns of interaction and behaviours that support the same."

Different organisations have different types of organisational climate that prevails in the organisations. Therefore, it is important to integrate the existing differences into the overall organisational climate to provide a stable environment to the organisation. The climate of an organisation is responsible in determining the satisfaction level and commitment level of the employees to a large extent which is directly related to the performance and the efficiency of the employees.

Employee engagement is very crucial for an organisation. It determines the overall functioning and effectiveness of the organisation at large. It is the employees that are the heart and soul of an organisation. Thus, engagement of an employee towards his/her work is very important for the better functioning of the organisation and

maximum output. Employee engagement is crucial because organizations are becoming more demanding from their workers than ever before (Sahoo & Mishra, 2012).

Hewitt (2005) defines engagement in very specific behavioural terms - as the state of emotional and intellectual involvement that motivates employees to do their best work. According to him, the employees are engaged when they i) Say - speak positively about the organization to co-workers, potential employees and customers ii) Stay - have an intense desire to be a member of the organization and iii) Strive - exert extra effort and are dedicated to doing the very best job possible to contribute to the organization's business success.

Therefore, organisational climate and employee engagement of a particular organisation is very important and play a significant role in an organisation's effectiveness and efficiency. There exists a relationship between organisational climate and employee engagement in an organisation. The climate of an organisation and employee engagement of the employees are related. Engagement of the employees towards work is very important for better performance and maximum output of the employees. Employees working in an organisation with good and favourable climate will result in positive perceptions and appraisals which in turn will help in developing commitment and engagement towards work among the employees. This in turn will enable to have employees regard their job positively and be engaged and committed. Such an organisation will be having employees with a better sense of work commitment and satisfaction and will be engaged in their work with full dedication and sincerity. An organisation that provide good organisational climate will have better motivated employees who in turn will have better commitment towards work and high level of work engagement.

### **Purpose Of Study**

The purpose of this research was to study the organisational climate and employee engagement amongst the private school teachers and state government school teachers teaching at the secondary level in schools of Assam and analyse whether there exists a relationship between organisational climate and employee engagement amongst the teachers.

### **Objective**

To find out the relationship between organisational climate and employee engagement amongst the teachers of private and state government schools of Assam.

### **Review Of Literature**

Roy (1974) made a comparison of the climates of organizations in public and private sectors and found that the people working in public sector as compared to private sector was perceived to be less efficient, less committed and poor performers because of nepotism arbitrariness in union – management relations, inexperienced managers, lacking adequate management system and interference by government and political forces.

Kaczka and Krik (1968) found organizational climate affects performance of the employees. If the organizational climate is created by the management or the responsible leaders keeping in view the suitability of circumstances to the employees it would affect the performance of the employees and they will feel comfortable at the workplace and be able to give their maximum output.

Salanova et al. (2005) found from their study on hotel and restaurant services that an organisation's climate can be affected by the level of employee engagement.

Chaudhary R., Rangnekar S., and Barua M.K. (2014) conducted a study of organizational climate, climate strength and work engagement at organisational level of analysis. It was found that organisational climate strength did not show any significant effect on employee engagement whereas the organisational climate quality was significantly related with work engagement.

Eldor and Harpaz (2016) stated that a positive climate enhances trust between the employees and management of an organisation and promotes engagement to their work and organisation at large.

Haugnes (2016) stresses that organisational climate is significantly related to work engagement and also strengthens work engagement.

Shuck et al. (2017) and Rahimic (2013) in their research found that there exists a positive correlation between organisational climate and work engagement.

Rozman et al. (2019) and Shuck & Reio (2014) stated that a good organisational climate in a workplace plays a major role in the employees' well-being at work and is also associated with increased productivity.

### Research Methodology

The sample for this research comprises of teachers working in the private schools and the state government schools in Assam. The total sample size is 80 i.e., 40 teachers from private schools and 40 teachers from state government schools. The simple random sampling technique is used to select the sample under study. The personal information schedule along with The Organisational Climate Scale for Teachers by Venita Singh (2015) and The Employee Engagement Scale by Santosh Dhar and Upinder Dhar (2017) were used.

### Data Analysis

Pearson Product Moment Correlation was also calculated from the data obtained.

### Results And Findings

Table 1: Correlation Between Organisational Climate & Employee Engagement (Govt. & Pvt. Schools)

	Total Orgnlclmt	Leadership	Org Structure & Design	Interpersonal Relations	Member Quality
Total_empl_engmnt	.714**	.729**	.701**	.737**	.482**
Positive Attitude	.687**	.680**	.689**	.707**	.476**
Organisational Commitment	.586**	.631**	.605**	.592**	.338**
Enthusiasm	.581**	.588**	.537**	.595**	.441**
Motivation	.510**	.552**	.457**	.521**	.364**
Job Involvement	.636**	.674**	.614**	.655**	.413**
Concern for Organisational Success	.700**	.700**	.708**	.728**	.460**
Job Satisfaction	.552**	.574**	.506**	.599**	.365**

\*Significant at 5% level, \*\*Significant at 1% level

In the above table 8, the correlation between Organisational Climate and its sub-dimensions with Employee Engagement and its sub-dimensions (both govt and pvt schools) has been calculated to find the relationship between the two variables. It has been found that the value of Pearson r of Total Organisational Climate and

Total Employee Engagement is  $r = .714$  which depicts that the relationship is positively correlated and is significant at 1% level.

Similarly, the correlation between Total Organisational Climate and the other sub-dimensions of Employee Engagement like Positive Attitude is  $r = .687$ , Organisational Commitment is  $r = .586$ , Enthusiasm is  $r = .581$ , Motivation is  $r = .510$ , Job Involvement is  $r = .636$ , Concern for Organisational Success is  $r = .700$  and Job Satisfaction is  $r = .552$  which show that the variables are positively correlated and significant at 1% level.

It has been found that the correlation between the first sub-dimension of Organisational Climate i.e. Leadership with Total Employee Engagement is  $r = .729$  and with its sub-dimensions viz. Positive Attitude is  $r = .680$ , Organisational Commitment is  $r = .631$ , Enthusiasm is  $r = .588$ , Motivation is  $r = .552$ , Job Involvement is  $r = .674$ , Concern for Organisational Success is  $r = .700$  and Job Satisfaction is  $r = .574$  which show a significant positive correlation between the variables at 1% level of significance.

The correlation between the second sub-dimension of Organisational Climate i.e. Organisational Structure and Design with Total Employee Engagement is  $r = .701$  and its sub-dimensions viz. Positive Attitude is  $r = .689$ , Organisational Commitment is  $r = .605$ , Enthusiasm is  $r = .534$ , Motivation is  $r = .457$ , Job Involvement is  $r = .614$ , Concern for Organisational Success is  $r = .708$  and Job Satisfaction is  $r = .506$  which indicates a significant positive correlation between the variables at 1% level of significance.

The correlation between the third sub-dimension of Organisational Climate i.e. Interpersonal Relations with Total Employee Engagement is  $r = .737$  and its sub-dimensions viz. Positive Attitude is  $r = .707$ , Organisational Commitment is  $r = .592$ , Enthusiasm is  $r = .595$ , Motivation is  $r = .521$ , Job Involvement is  $r = .655$ , Concern for Organisational Success is  $r = .728$  and Job Satisfaction is  $r = .599$  which show a significant positive correlation between the variables at 1% level of significance.

Similarly, the correlation between fourth sub-dimension of Organisational Climate i.e. Member Quality with Total Employee Engagement is  $r = .482$  and its sub-dimensions viz. Positive Attitude is  $r = .476$ , Organisational Commitment is  $r = .338$ , Enthusiasm is  $r = .441$ , Motivation is  $r = .364$ , Job Involvement is  $r = .413$ , Concern for Organisational Success is

$r = .460$  and Job Satisfaction is  $r = .362$  which indicates a significant positive correlation between the variables at 1% level of significance.

Table 2: Correlation Between Organisational Climate & Employee Engagement  
(Govt. Schools)

	Total Orgnlclmt	Leadership	Org Structure & Design	Interpersonal Relations	Member Quality
Total_empl_engmnt	.753**	.752**	.767**	.765**	.341*
Positive Attitude	.742**	.718**	.765**	.747**	.369*
Organisation Commitment	.766**	.805**	.775**	.740**	.357*
Enthusiasm	.425**	.390*	.428**	.465**	.196
Motivation	.332*	.427**	.318*	.356*	.025
Job Involvement	.729**	.761**	.703**	.731**	.356*
Concern for Organisational Success	.737**	.723**	.772**	.760**	.312

Job Satisfaction	.516**	.522**	.550**	.557**	.147
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\*Significant at 5% level, \*\*Significant at 1% level

In the above table 9, the correlation between Organisational Climate and its sub-dimensions with Employee Engagement and its sub-dimensions (govt schools) has been calculated to find the relationship between the two variables. It has been found that the value of Pearson r of Total Organisational Climate and Total Employee Engagement is  $r = .753$  which depicts that the relationship is positively correlated and is significant at 1% level.

Similarly, the correlation between Total Organisational Climate and one of the sub-dimensions of Employee Engagement i.e. Motivation is  $r = .332$  which indicates a positive correlation at 5% level of significance. Whereas Total Organisational Climate with the other sub-dimensions of Employee Engagement like Positive Attitude is  $r = .742$ , Organisational Commitment is  $r = .766$ , Enthusiasm is  $r = .425$ , Job Involvement is  $r = .729$ , Concern for Organisational Success is  $r = .737$  and Job Satisfaction is  $r = .516$  which show that the variables are positively correlated and are significant at 1% level.

It has been found that the correlation between the first sub-dimension of Organisational Climate i.e. Leadership with one of the sub-dimensions of Employee Engagement i.e. Enthusiasm is  $r = .390$  which is a positive correlation significant at 5% level. Whereas Leadership with Total Employment Engagement is  $r = .752$  and with its sub-dimensions viz. Positive Attitude is  $r = .718$ , Organisational Commitment is  $r = .805$ , Motivation is  $r = .427$ , Job Involvement is  $r = .761$ , Concern for Organisational Success is  $r = .723$  and Job Satisfaction is  $r = .522$  which show a significant positive correlation between the variables at 1% level of significance.

The correlation between the second sub-dimension of Organisational Climate i.e. Organisational Structure and Design with one of the dimensions of Employee Engagement i.e. Motivation is  $r = .318$  which is a positive correlation significant at 5% level. Whereas Organisational Structure and Design with Total Employment Engagement is  $r = .767$  and with its sub-dimensions viz. Positive Attitude is  $r = .765$ , Organisational Commitment is

$r = .775$ , Enthusiasm is  $r = .428$ , Job Involvement is  $r = .703$ , Concern for Organisational Success is  $r = .772$  and Job Satisfaction is  $r = .550$  which show a significant positive correlation between the variables at 1% level of significance.

The correlation between the third sub-dimension of Organisational Climate i.e. Interpersonal Relations with one of the dimensions of Employee Engagement i.e. Motivation is  $r = .356$  which is a positive correlation significant at 5% level. Whereas with Total Employment Engagement is  $r = .765$  and with its sub-dimensions viz. Positive Attitude is

$r = .747$ , Organisational Commitment is  $r = .740$ , Enthusiasm is  $r = .465$ , Job Involvement is

$r = .731$ , Concern for Organisational Success is  $r = .760$  and Job Satisfaction is  $r = .557$  which show a significant positive correlation between the variables at 1% level of significance.

The correlation between fourth sub-dimension of Organisational Climate i.e. Member Quality with Total Employee Engagement is  $r = .341$  and its sub-dimensions viz. Positive Attitude is  $r = .369$ , Organisational Commitment is  $r = .357$  and Job Involvement is  $r = .356$  which indicates a significant positive correlation between the variables at 5% level of significance. The correlation between member quality and enthusiasm, motivation, concern for organisational success and job satisfaction is not significant.

Table 3: Correlation between Organisational Climate &amp; Employee Engagement (Pvt. Schools)

	Total Orgnlclmt	Leadership	Org Structure & Design	Interpersonal Relations	Member Quality
Total_empl_engmnt	.385*	.393*	.226	.439**	.339*
Positive Attitude	.458**	.428**	.336*	.477**	.428**
Organisation Commitment	.767**	.803**	.778**	.738**	.352*
Enthusiasm	.353*	.441**	.152	.390*	.302
Motivation	.306	.304	.168	.358*	.278
Job Involvement	.103	.132	.010	.164	.063
Concern for Organisational Success	.402*	.375*	.299	.444**	.344*
Job Satisfaction	.335*	.386*	.077	.432**	.312*

\*Significant at 5% level, \*\*Significant at 1% level

In the above table 10, the correlation between Organisational Climate and its sub-dimensions with Employee Engagement and its sub-dimensions (pvt schools) has been calculated to find the relationship between the two variables. It has been found that the value of Pearson r of Total Organisational Climate and Total Employee Engagement is  $r = .385$  which depicts that the relationship is positively correlated and is significant at 5% level.

Similarly, the correlation between Total Organisational Climate and sub-dimensions of Employee Engagement i.e. Enthusiasm is  $r = .353$ , Concern for Organisational Success is  $r = .402$  and Job Satisfaction is  $r = .335$  which indicate a positive correlation between the variables at 5% level of significance. Total Organisational Climate with the other sub-dimensions of Employee Engagement like Positive Attitude is  $r = .458$  and Organisational Commitment is  $r = .767$  which show that the variables are positively correlated and are significant at 1% level. The correlation of total organisational climate with motivation and job involvement has been found to be not significant.

It has been found that the correlation between the first sub-dimension of Organisational Climate i.e. Leadership with Total Employment Engagement is  $r = .393$  and its two other sub-dimensions i.e. Concern for Organisational Success is  $r = .375$  and Job Satisfaction is  $r = .386$  which indicate a positive correlation significant at 5% level. Leadership with the other sub-dimensions of Employee Engagement like Positive Attitude is  $r = .428$ , Organisational Commitment is  $r = .803$  and Enthusiasm is  $r = .441$  which is found to be a positive correlation significant at 1% level. The correlation of the sub-dimensions i.e. motivation and job involvement has been found insignificant with leadership.

The correlation between the second sub-dimension of Organisational Climate i.e. Organisational Structure and Design with one of the sub-dimensions of Employee Engagement i.e. Positive Attitude is  $r = .336$  which is a

positive correlation significant at 5% level. Whereas Organisational Structure and Design with Organisational Commitment is  $r = .778$  which show a positive correlation significant at 1% level. Whereas with total employment engagement and its sub-dimensions like enthusiasm, motivation, job involvement, concern for organisational success and job satisfaction is found to be insignificant.

The correlation between the third sub-dimension of Organisational Climate i.e. Interpersonal Relations with two of the sub-dimensions of Employee Engagement i.e. Enthusiasm is  $r = .390$  and Motivation is  $r = .358$  which is a positive correlation significant at 5% level. With Total Employment Engagement  $r = .439$  and with its sub-dimensions viz. Positive Attitude is

$r = .477$ , Organisational Commitment is  $r = .738$ , Concern for Organisational Success is  $r = .444$  and Job Satisfaction is  $r = .432$  show a significant positive correlation between the variables at 1% level of significance. It has been found that the correlation between interpersonal relations and job involvement is not significant.

The correlation between fourth sub-dimension of Organisational Climate i.e. Member Quality with Total Employee Engagement is  $r = .339$  and its sub-dimensions viz. Organisational Commitment is  $r = .352$ , Concern for Organisational Success is  $r = .344$  and Job Satisfaction is  $r = .312$  which indicate a significant positive relation between the variables at 1% level of significance. The correlation between Member Quality and Positive Attitude is  $r = .428$  which is a positive correlation significant at 5 % level. With the other sub-dimensions of employee engagement like enthusiasm, motivation and job involvement the correlation is found to be insignificant.

### Discussion

From the results and findings of the research it is evident that relationship between overall organisational climate and employee engagement of the teachers of the government schools are significant. Haugsnes (2016) stresses that organisational climate is significantly related to work engagement and also strengthens work engagement. Moreover, dimensions of organisational climate like leadership, organisational structure, interpersonal relations are positively correlated with the dimensions of employee engagement like positive attitude, organisational commitment, enthusiasm, motivation, job involvement, concern for organisational success and job satisfaction which means that if one dimension is higher than the other will also be high and vice-versa. In case of member quality, it has been found that higher the member quality, teachers are more positive towards their work and are more committed and involved in their job. In case of private schools also organisational climate and employee engagement are positively correlated. Shuck et al. (2017) and Rahimic (2013) in their research found that there exists a positive correlation between organisational climate and work engagement. Dimensions of organisational climate like leadership is only positively correlated to overall employee engagement, positive attitude, organisation commitment, enthusiasm and concern for organisational success. It has also been found that better the organisation structure and design more is the positive attitude and commitment towards the organisation. Better the interpersonal relations within the organisation employee engagement, positive attitude, commitment, motivation, enthusiasm and concern for organisational success also are high and vice-versa. Rozman et al. (2019) and Shuck & Reio (2014) stated that a good organisational climate in a workplace plays a major role in the employees' well-being at work and is also associated with increased productivity. The member quality of private schools also is related to overall employee engagement, positive attitude, organisational commitment and concern for organisational success

### Conclusion

Organisational climate and employee engagement are important aspects of an organisation necessary for an organisation's better functioning and effectiveness. This particular paper aims at studying the relationship between organisational climate and employee engagement of private and state government school teachers of Assam. It has been observed after analysing the data obtained that a significant positive correlation exists between the overall organisational climate and employee engagement of government and private schools of Assam. Therefore, it can be concluded that better the organisational climate better will be the level of employee engagement of the teachers and vice-versa.

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