

A COMPARATIVE STUDY OF THE ORGANIZATIONAL STRUCTURE AND CLIMATE OF GOVERNMENT AND PRIVATELY MANAGED PRIMARY SCHOOLS WITH REFERENCE TO SOLAPUR DISTRICT: A LITERATURE REVIEW

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ABSTRACT

A comparative study of the organizational structure and climate of government and privately managed primary schools with reference to Solapur district was undertaken. Objectives of the study included among others, study the organizational structure & climate of government and privately managed primary schools, study and compare the growth (in number) of government and privately managed primary schools in Solapur district. Before the study was undertaken a literature review was undertaken. This paper presents the same.

Keywords: Organizational structure, Organizational climate, Government and Privately managed primary schools, Solapur district.

Introduction

McCombes, (2020) writes that a literature review is a search or survey of scholarly sources on a given topic. It provides an overview of current knowledge, allowing us to identify relevant methods, theories, and gaps in the existing research. A good literature review doesn't just summarize the sources – it analyzes, synthesizes, and critically evaluates to provide a clear picture of the state of knowledge on the given subject.

This research primarily deals with concepts of organizational structure and organizational climate and job satisfaction in the context of Government and private schools. The literature on these is abundantly available. To have focus, clarity, and proper direction objectives for the literature review were formulated. Also, few self-evolved guidelines were set to make the review more scientific.

Objectives of the Literature Review

The literature review was carried with the following objectives:

1. To review the literature on organizational structure and organizational climate,
2. To review the literature on the impact of organizational structure and organizational climate on the effectiveness of schools,

3. To review the literature on comparison of organizational structure and organizational climate in government and private schools,
4. To review the literature on the impact of organizational structure and organizational climate on employee job satisfaction.

Guidance used for the survey of the literature

- a. References would be made across nations and organizations to gain a broader perspective of research in the specific areas,
- b. As far as possible emphasis would be given on selecting literature that is of recent origin to get more relevant and updated insights on the developments.
- c. The due balance would be maintained between the concept and the context. Discussion on the concept shall not be limited to only the studies' contextual settings (Government and private schools) but will take into account different types of organizations and cultures to get a wider and broader understanding.

Review of Literature

Organizational structure

Many types of research have hypothesized red tape alike to a neurotic subset of organizational formalization. The conclusions conclude that

red tape is a multi-layered insight of organizational structure rather than perceived neurotic formalization (Kaufmann et al., 2019). Transformational leadership has acknowledged growing consideration in leadership studies. Though, open questions keep on concerning its operationalization and its universal efficacy. These conclusions have remarkable value by quantitatively revealing the organizational structure where the empowering procedure of transformational leadership behaviors is efficiently persuaded in South Korea. Based on the results, huge hypothetical and managerial insinuations are discussed (Kim and Shin, 2019). With the development of organizational programs and vigorous support by managers, the organizing of organizational capacities and executive roles can co-evolve. The study concludes describing a process of "molding and being shaped," as structure and executive will co-evolve over time (Sandhu and Kulik, 2019). Overall, the conclusions specify that organizational structure assumes an important role in ecological responsiveness (Pérez-Valls et al., 2019). The study shows that power conveyance and normative control can create preparedness for unexpected events and foster activity orientation at the same time as supporting organizational alignment (Andersson et al., 2019). People in the military and education sector have a rather sensitive working environment, one fairly different from other sectors (Saiti and Stefou, 2020).

Organizational climate

The vital conclusions define that the important stages of organizational happiness are described by jobs with best standards, where workers are positively strengthened and there is flexibility with family requirements (Pincheira and Garcés, 2019). Overall, this study could make an important contribution to extant research in human resource management and organizational behavior vitally in the context of bureaucratic reform in Indonesia (Haryono et al., 2019). At present, a serious factor of success is to understand and manage culture and climate in the workplace, given the diversities and intricacies of the relationship between capital and work, to forestall, explain and control organizational behavior (Quelhas et al., 2019). Conclusions support the hypotheses

and recommend that performance-based models implemented in recent years as a major feature of public sector reforms are not favorable to engaged workers. Suggestions for research on work engagement in the public sector and public management are drawn (Ancarani et al., 2019). Social identification completely mediated the relationship between organizational climate and self-esteem longitudinally hitherto discovered no significant relationship with stress is specified by the outcomes. The consequences of these outcomes are discussed, with recommendations for future research (Willis et al., 2019). Indirect associations, all other groups in the areas of perceived organizational environment outranked peer-run programs, supports career development, and alleged service quality (Jones et al., 2020). This study concludes by explaining about the suggestions of these conclusions and suggesting effective methods to manage whistleblowing inside public organizations (Lee, 2020).

Organizational structure and organizational climates impact on effectiveness of schools

This study confirmed that students' academic accomplishment is influenced by the school environment. Hence, school environments need to be conducive or positive for the endurance and well-being of schools (Nkuba and Massomo, 2019). The outcomes of the study show that: (1) Organizational culture has a positive remarkable effect on teacher motivation and performance (2) Organizational culture has a negative huge effect on teacher motivation and performance. (3) Motivation has a positive remarkable effect on a teacher's performance (Rivai et al., 2019). The effects of ESS on TSL, PTB, and OCB were discovered through Structural Equation Modeling. CSD, DP, RO, and IIP, statistically define TSL was confirmed through conclusions and confirmed the importance of ESS in predicting TSL, PTB, and OCB (Mitchell, 2019). Precisely, essential effects on the implementation of effective study hall management tactics were just observed among teachers whose insights of starting teacher association were low or average; where primary effects on student outcomes were just found for teachers with introductory raised levels of affiliation

(Sebastian et al., 2019). The outcomes demonstrate that the structural and managerial features of project schools have positive effects on teachers' organizational commitment and that this school model seems workable, based on all the positive focuses collected (Koc and Bastas, 2019). It is argued that school leaders should focus fundamentally both on giving opportunities to collegial interactions and working actively to improve the correspondence climate in schools (Schad, 2019). Post hoc analyzes indicated that among teachers with raised stages of burnout, just chief help related to greater efficacy, and thus, higher openness. Implications for elevating teachers' openness to new program reception are discussed (Jonson et al., 2017). While younger teachers perceive all factors more positively, experienced teachers perceive emblematic frames more positively. Regarding age is concerned, while the teachers who are 41 years old and over have more natural job satisfaction, the younger ones have more extrinsic job satisfaction (Balyer and Ozcan, 2017). The outcomes of the study recommended that there is a positive and significant relationship between work engagement behaviors of educators and perceived organizational help and organizational environment and that organizational environment and perceived organizational help had a positive and intensely significant relationship (Kose and Akif, 2016). A continuous, planned decentralization is recommended to improve educational leadership practices in Kuwait (Alsaleh, 2019). The results show full mediation between resource management, personnel, and organizational structure, and school efficacy through motivation. Hypothetical contributions and managerial implications just as directions for future research are offered (Arar and Nasra, 2020). The study of data discovered that there is an optimistic huge connection of organizational structure, physical facilities, and leadership practices with school development (Malik et al., 2020). It is concluded that the most significant need is the understanding and application of ICT in schools with 86 (Febrizon et al., 2020).

Comparison of organizational structure and organizational climate in government and private schools

Organizational environment dimensions of head leadership and reward system seemed to be critical forecasters of EFL teachers' job satisfaction (Razavipour and Yousefi, 2017). The study outcomes confirmed the impact of school metropolitan rustic discrepancy on teachers and further proved the argument about the influence on students' educational accomplishment (Wang et al., 2017). There was no optimistic critical association between the organizational environment as professed by educators and inspiration to the work of educators (Ghosh and Guha, 2016). It was discovered that Government and educational cost-based school educators are unequivocally associated with each other (Kaushik and Goel, 2018). The findings of the study revealed that there is a critical difference in the mental health of teachers dimension wise and a whole about gender and management variety yet educational qualification does not assume any role in forming the mental health of teachers (Mishra, 2017). The study states the conclusion that government teachers were more satisfied than private teachers (Nair, 2019). The results proved that leader rousing language optimizes school climate, subsequently giving the school directors an understanding of the benefits of making accurate language choice for favorable employee and organizational outcomes (Sabir, 2018). The govt. teachers were satisfied with their work and pay (Anand, 2018). Male and female Head-teachers working in private secondary schools didn't differ fundamentally with regards to arranging, organization, correspondence, decision making, and overall administrative behavior (Parkash and Hooda, 2018). The outcomes of the study determined that the lecturers working in varied management of college and type of B.Ed. college essentially differed in their perception about their Principal's effective working of the colleges (Reddy, 2017).

Impact of organizational structure and organizational climate on employee job satisfaction

If the work style of workers is respected and taken into attention, the leadership style can protect its way into position fulfillment (Moslehpour et al., 2019). Examining the above relationships using a mediated method is novel and contributes to the study on ethical leadership (Qing et al., 2019). MBE had an optimistic vast effect on both EJS and EJP while depending on rewards had no remarkable association with EJS and weak positive serious relationship with EJP. Also, II, IM, IS and IC had an optimistic enormous impact on EJS and EJP (Torlak and Kuzey, 2019). The study could help the management of public enterprises to identify the need for employees so that to enhance their job performance in their organizations. This study additionally proposes the enhancement of the current work policy in Zanzibar through the teaching of Islamic work ethic standards (Twine, 2019). Transformational leadership is worried about shared benefits among employees by explaining the importance of the organization's purposes so employees will set apart their interests and work for the profit of all (Rizki et al., 2019). The outcomes demonstrate serious optimistic effects of staffing and age on employee presentation and a bad diminishing effect of age on the above-mentioned association (Pahos and Galanki, 2019).

The common upsurges model proposes that HRM should profit the two: people and organizations (Hassan, 2016). Absurdly, under reward inequity (i.e., receiving low financial rewards for high assignment contributions) reduced younger (however not of elder) employees' job fulfillment. These age-dependent things of job features on job fulfillment disclose noteworthy hypothetical just as rational implications (Kollmann et al., 2020). The outcomes show that organizational culture had a remarkable positive effect on knowledge sharing, knowledge sharing had a critical positive effect on job satisfaction, and organizational culture had a constructive and huge effect on fulfillment directly or indirectly (Islamy et al., 2020). Using two large data sets in 20 European countries, the study determines that closed systems are related to the

continuation and prescriptive commitment (Suzuki and Hur, 2020). Dicke et al., 2019 found that job satisfaction is significant for worker well-being and retention, which are both pivotal for high-stressed occupations, for example, teachers and school principals.

Key observations and research gap

- Organizational efficiency gets affected by red tape and complex organizational climate.
- Transformational leadership behaviors improve organizational climate.
- Students' academic accomplishment is influenced by the school environment.
- Organizational culture has a positive remarkable effect on teacher motivation and performance.
- Inspiration by the administration has a positive remarkable effect on teacher's performance and affects organizational climate.
- Government and educational cost-based school educators are unequivocally associated with each other.
- There is a critical difference in the mental health of teachers dimension wise and a whole about gender and management variety yet educational qualification does not assume any role in forming the mental health of teachers.
- The choice of practices undertaken by the organization holds the potential to enhance both individual and organizational performance.
- Choosing an accurate language is favorable for employee and organizational outcomes.
- The elderly teachers have more natural job satisfaction, whereas the younger ones have more extrinsic job satisfaction which gives respective impacts on organizational climate.

Research Gap

Even though studies comparing Government and Private schools already exist (Razavipour and Yousefi, 2017; Wang et al., 2017; Ghosh and Guha, 2016; Kaushik and Goel, 2018; Mishra, 2017; Nair, 2019) they all focus on stand-alone issues. For instance, Kaushik and Goel, (2018) studied the conduct of teachers, Razavipour and Yousefi, (2017) studied school

environment, Wang et al., (2017) researched the association between job satisfaction and job involvement of teachers, Ghosh and Guha, (2016) researched motivational aspects and Mishra, (2017) focused on the mental health of secondary teachers. A study that takes into account multiple variables including the likes of organizational structure, organizational climate, and teachers' job satisfaction that too with a comparative setting between Government and private schools, is not seen. It is a well-known fact that multiple-factors affect performance in general. The same is the case with the effectiveness of school performance. This study endeavors to assess multiple-variables and their impact on the performance of primary schools with a comparative dimension. It is also seen that studies related to concepts like organizational structure and organizational climate are relatively few in numbers in the context of schools. The general thinking is that schools and education are charitable activities and hence they can be managed without a much professional

approach. However, the fact is that schools too are organizations with all the dynamics including structure, climate, etc. Professional management is equally applicable to schools. But academia seems to have not given due importance to this aspect of ensuring professionalism in an organization like schools. This is another prominent gap for the study.

This research, in the background of the literature reviewed, its synthesis, and the gap endeavors to address the following research questions:

RQ1: What is the nature of OS & OC at GS & PS managed primary schools?

RQ2: What is the impact of OS & OC on the effectiveness of GS & PS?

RQ3: How does the growth of GS & PS compare?

RQ4: Is there a relationship between OS & OC with teacher's job satisfaction?

RQ5: How does the OS & OC of GS & PS compare?

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