Contents
CONTENTS

List of Tables viii
List of Figures xi
List of Abbreviations xii

S. No Title Page No

CHAPTER – I
INTRODUCTION

1.1 Introduction 1
1.2 Elementary Education in India 1
1.3 The Role of Teachers 3
1.4 Teachers in Government and Government Aided Elementary Schools 4
1.5 Statement of the problem 4
1.6 Operational Definition of the Key Terms 4
1.7 Variables of the Study 6
1.8 Need and Significance of the Study 6
1.9 Objectives of the Study 7
1.10 Research Questions 9
1.11 Hypotheses 9
1.12 Delimitations of the Study 12
1.13 Organization of the study 13
1.14 Conclusion 14
CHAPTER –II CONCEPTUAL FRAME WORK

2.1 Introduction 15
2.2 Importance of Interpersonal Relations 15
2.2.1 Definitions of Interpersonal Relations 16
2.2.2 Theories on Interpersonal Relations 16
2.2.3 Conclusion of the Theories of Interpersonal Relations 19
2.2.4 Influence of Interpersonal Relationship in School Climate 19
2.3 Importance of Job Satisfaction 20
2.3.1 Definition of Job Satisfaction 20
2.3.2 Theories of Job Satisfaction 21
2.3.3 Conclusion of Theories of Job Satisfaction 25
2.3.4 Influence of Job Satisfaction in Schools 26
2.4 Importance of Organizational Climate 26
2.4.1 School is an Organization 27
2.4.2 Definitions of Organizational Climates 28
2.4.3 Theories of Organization 30
2.4.4 Conclusion of Theories of Organizational Climate 31
2.4.5 Influence of healthy climate in schools 31
2.5 Conclusion 32
# CHAPTER –III

**REVIEW OF RELATED LITERATURE**

<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1</td>
<td>Introduction</td>
<td>33</td>
</tr>
<tr>
<td>3.2</td>
<td>Studies on Interpersonal Relationship</td>
<td>34</td>
</tr>
<tr>
<td>3.2.1</td>
<td>Studies conducted Abroad on Interpersonal Relationship</td>
<td>34</td>
</tr>
<tr>
<td>3.2.2</td>
<td>Studies conducted in India on Interpersonal Relationship</td>
<td>42</td>
</tr>
<tr>
<td>3.3</td>
<td>Studies on Job Satisfaction</td>
<td>44</td>
</tr>
<tr>
<td>3.3.1</td>
<td>Studies Conducted in Abroad on Job Satisfaction</td>
<td>44</td>
</tr>
<tr>
<td>3.3.2</td>
<td>Studies conducted in India on Job Satisfaction</td>
<td>56</td>
</tr>
<tr>
<td>3.4</td>
<td>Studies on Organizational Climate</td>
<td>63</td>
</tr>
<tr>
<td>3.4.1</td>
<td>Studies Conducted in Abroad on Organizational Climate</td>
<td>63</td>
</tr>
<tr>
<td>3.4.2</td>
<td>Studies Conducted in India on Organizational Climate</td>
<td>69</td>
</tr>
<tr>
<td>3.5</td>
<td>Studies on Relation between Interpersonal Relations and Organizational Climate</td>
<td>74</td>
</tr>
<tr>
<td>3.6</td>
<td>Studies on Relation between Job Satisfaction and Organizational climate</td>
<td>76</td>
</tr>
<tr>
<td>3.7</td>
<td>Studies on Relation between Job Satisfaction and Interpersonal Relations</td>
<td>83</td>
</tr>
<tr>
<td>3.8</td>
<td>Studies on Type of Organizational Climate</td>
<td>87</td>
</tr>
<tr>
<td>3.9</td>
<td>Insight gained from the Review of Related Literature</td>
<td>88</td>
</tr>
<tr>
<td>3.10</td>
<td>Conclusion</td>
<td>89</td>
</tr>
</tbody>
</table>

# CHAPTER –IV

**METHODOLOGY**

<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1</td>
<td>Introduction</td>
<td>90</td>
</tr>
<tr>
<td>4.2</td>
<td>Restatement of the Problem</td>
<td>90</td>
</tr>
</tbody>
</table>
4.3 Operational definition of Key Terms used in this study 90
4.4 Variables of the Study 91
4.5 Objectives of the Study 92
4.6 Hypotheses of the study 93
4.7 Population of the Study 95
4.8 Sample of the Study 95
4.9 Demographic variables used in the present study 96
4.10 Method of Study 97
4.11 Description of the Tool 97
4.11.1 Interpersonal Relations Scale (IRS) - revised from Schutz’s FIRO-B (Fundamental Interpersonal Relations Orientation-B) 98
4.11.2 B. School Teachers Job Satisfaction Scale (STJSS) 104
4.11.3 C.Organizational Climate Description Questionnaire(OCDQ) 109
4.12 Face Validity 116
4.13 Content Validity 117
4.14 Data Collection 117
4.15 Scoring procedure 117
4.15.1 Scoring procedure of Interpersonal Relation scale 117
4.15.2 Scoring Procedure of School Teachers Job Satisfaction Scale 118
4.15.3 Scoring Procedure of OCDQ –revised scale 118
4.16 Statistical Techniques used in this Study 121
4.17 Conclusion 121
CHAPTER –V
ANALYSIS, INTERPRETATION OF DATA, RESULTS & DISCUSSION
5.1 Introduction 122
5.2 Procedures For Finding Organizational Climate 123
5.3 Determination of Organizational Climate using Halpin and Croft Proto-Type Matrix 126
5.3.1 Classification of Salem Educational District Blocks 128
5.4 Descriptive Statistics 130
5.5 Differential Analysis on sample 132
5.6 Association between Variables and Type of Organizational Climate. 159
5.7 Correlation Analysis 162
5.8 Regression Analysis 165
5.9 Results of the Study 174
5.10 Discussion 182
5.11 Conclusion 188

CHAPTER –VI
SUMMARY , CONCLUSION, IMPLICATIONS, RECOMMENDATION OF THE STUDY AND SUGGESTIONS FOR FURTHER RESEARCH
6.1 Summary 189
6.2 Introduction 189
6.3 Statement of the Problem 191
6.4 Variable of the Study 191
6.5 Objectives of the Study 191
6.6 Hypotheses 192
6.7 Method of Study 195
6.8 Sample of Study 195
6.9 Delimitations of the Study 195
6.10 Findings of the Study 196
6.11 Conclusion 204
6.12 Educational Implication of the Study 205
6.13 Recommendation of the Study 206
6.14 Suggestions for Further Research 208

BIBLIOGRAPHY 209

APPENDICES 242

Appendix A  Interpersonal Relations and Job Satisfaction of School Teachers in Relation to the Organizational Climate Questionnaire with Teachers Information (English Version) –used in Pilot Study 242

Appendix B  Interpersonal Relations and Job Satisfaction of School Teachers in Relation to the Organizational Climate Questionnaire with Teachers Information (Tamil Version) –used in Pilot Study 254

Appendix C  Interpersonal Relations and Job Satisfaction of School Teachers in Relation to the Organizational Climate Questionnaire with Teachers Information (English Version) –used in Main Study 265
<table>
<thead>
<tr>
<th>Appendix D</th>
<th>Interpersonal Relations and Job Satisfaction of School Teachers in Relation to the Organizational Climate Questionnaire with Teachers Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appendix E</td>
<td>Dimension of the Variables used in the main Study</td>
</tr>
<tr>
<td>Appendix F</td>
<td>Absolute differences on similarity scores for the Schools in different Block of Salem Educational district.</td>
</tr>
</tbody>
</table>