

## **PREFACE**

There are many aspects of an organization that play an important role in its success and smooth functioning. Besides monetary incentives, social recognition, educational level and experience of the members of an organization, the work culture and working environment also play a very important role in the successful working of an organization. Work culture is created by means of terminal and instrumental values, rites and rituals, and communication networks. Work culture can contribute to and reinforce the attainment of organizational purposes. This is bound to be intriguing to discerning researchers and practitioners of administration. It is an attractive idea because it de-emphasizes bureaucratic controls in favour of shared commitments. It poses for the administrator the problem of building group norms and invention of traditions that serve organizational aims. It poses for the researchers a whole series of problems regarding how cultures change and the role of sub-cultures or constituent collectivities within particular things.

One of the important features of the work subculture is the extent to which sharp distinctions are made between men's and women's work. The division of labour according to gender is probably the oldest kinds of differential role assignment in the history of society. Even in contemporary society, where one third of the labour force is female; there are many occupations which are exclusively or almost entirely propelled by either sex, despite the fact that there may be nothing in the required skills which demands such specializations.

Although, women today work in large number, they are largely found in light manufacturing, in certain services and consumer industries in the lower level of white-collar work and in such traditional female occupations as nursing, teaching and social work. Since the work environment has greatly changed, we can expect that the barriers to erode, gender will remain a major feature of the work subculture for times to come. The demographic variable i.e. gender is one of the important variables influencing work culture.

To a considerable degree, the actions of human beings in society are determined by their association within the formal organizations. Formal organizations have leaders and purposes. Leaders carry out this process by applying their leadership attributes, such as beliefs, values; the leader of an organization ensures that associated efforts are productive. It demands the capacity to coordinate many different and conflicting types of human personalities. To accomplish this, the leaders should

possess those attributes which are conducive for bringing out the most creative and best efforts on the part of members of an organization or in other words, leadership style of the administrator has an important role to play in determining the work culture of an organization. The core values of an organization begin with its leadership, which will then evolve to a leadership style. The subordinates will be lead by these values and behaviour of leaders, such that the behaviour of both employees and leaders become increasingly in line. When the strong unified behaviour, values and beliefs have been developed, a strong work culture emerges.

In human organizations like schools, the principals holding the position of leader in the school organization must concentrate the efforts on providing such an environment to the staff and the students that maximizes all round development and the professional growth of the staff. The Principal is the key position who affects the attitude, climate, progress and direction of effort in the school. By exercising certain leadership styles, principals can influence their school's instructional environment, a complex constellation involving the attitude and behaviour of teachers, students, parents, and community at large towards education. Therefore, leader and leadership styles are very important variables in determining work culture of the school.

It was this curiosity and mind set, which got support from the research and lead to hypothesize that the two variables, gender and leadership style play an important role in determining the work culture of an organization. Therefore, the present study is a humble attempt to study *Work Culture among Teachers of Government and Private Secondary Schools in Relation to their Gender and Leadership Style of the Principals*.

The report of the present investigation has been presented in six chapters:

- Chapter 1* deals with the introduction to the problem, description of variables and emergence of problem.
- Chapter 2* deals with review of related literature, significance of the study, statement of the problem, delimitations of the study, objectives and hypotheses of the study.
- Chapter 3* presents description of the tools used in the present investigation to collect data.
- Chapter 4* deals with sample, research design and procedure of the study.
- Chapter 5* focuses on analysis, interpretation of data and discussion of results.
- Chapter 6* deals with summary of the findings, implications of findings and suggestions for further research.