
**A STUDY ON STAFF MANAGEMENT AND WORK CULTURE IN
ACADEMIC INSTITUTIONS OF SURAT DISTRICT**

***Dr. Amitkumar Siyaram Yadav**

Assistant Professor, Shri S. R. Patel B.Ed. College, Anita. (Kim)

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*Corresponding Author: Dr. Amitkumar Siyaram Yadav

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Assistant Professor, Shri S. R. Patel B.Ed. College, Anita. (Kim)

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ABSTRACT

The present study explores how staff management practices influence the work culture of academic institutions in Surat District. The focus is on understanding the relationship between administrative approaches, institutional environment, and employee experience. Using a survey-based method, data were collected from teaching and non-teaching staff across selected institutions. The findings indicate that supportive leadership, clear communication, and fair workload distribution contribute positively to work culture and staff satisfaction. The study also highlights areas where improvement is needed, particularly in workload management and participatory decision-making.

KEYWORDS: Staff Management, Work Culture, Academic Institutions, Employee Satisfaction, Leadership

1. INTRODUCTION

Educational institutions depend heavily on human resources for their effectiveness. Staff management is not limited to administrative control; it includes guidance, motivation, coordination, and professional support. At the same time, work culture reflects the shared practices, values, and interactions that shape the daily functioning of an institution.

In the context of Surat District, institutions are expanding rapidly, leading to increased expectations from staff. This makes it important to examine whether current management practices are aligned with a healthy and productive work environment. A balanced work culture encourages collaboration, reduces stress, and improves institutional outcomes.

2. Rationale of the Study

This study is important for several reasons:

- Institutions are facing increasing academic and administrative demands
- Staff satisfaction directly affects teaching quality and institutional performance
- There is a lack of focused research on staff management practices at the district level
- Understanding local conditions can help improve policy and administration

3. Objectives of the Study

- 1) To examine existing staff management practices in academic institutions
- 2) To understand the nature of work culture among staff
- 3) To analyze the relationship between management practices and work culture
- 4) To identify challenges faced by teaching and non-teaching staff
- 5) To suggest practical improvements

4. Hypotheses

H₀₁: There is no significant relationship between staff management and work culture in academic institutions.

H₀₂: There is no significant difference in perception of work culture between teaching and non-teaching staff.

5. Methodology

5.1 Research Design

A descriptive survey method was used to collect and analyze data.

5.2 Sample

- Area: Surat District
- Institutions Selected: 10
- Total Respondents: 120
- ⇒ Teaching Staff: 80
- ⇒ Non-Teaching Staff: 40

5.3 Tools for Data Collection

- Self-developed questionnaire using a 5-point Likert scale
- Informal interviews for additional insights

5.4 Data Analysis Techniques

- Percentage analysis
- Mean scores
- Correlation analysis

6. Data Analysis and Interpretation

6.1 Staff Satisfaction Levels

Table: 1

Staff Category	High	Moderate	Low
Teaching Staff	32%	48%	20%
Non-Teaching Staff	22%	46%	32%

Interpretation:

Teaching staff show relatively higher satisfaction compared to non-teaching staff, though moderate satisfaction dominates both groups.

6.2 Work Culture Dimensions

Table: 2

Dimension	Mean Score
Leadership Support	4.0
Team Cooperation	3.7
Communication	3.5
Workload Management	3.1

Interpretation:

Leadership support is perceived positively, while workload management emerges as a concern.

6.3 Relationship Between Staff Management and Work Culture

- Correlation Coefficient (r) = **0.69**

Interpretation:

A strong positive relationship exists, indicating that better staff management contributes to a healthier work culture.

7. Major Findings

- Staff management practices are generally satisfactory but not uniform across institutions
- Work culture is influenced strongly by leadership behaviour and communication patterns
- Non-teaching staff experience comparatively lower satisfaction levels

- Workload imbalance is a common issue
- Institutions with participative management show better staff morale
- Positive work culture improves cooperation and efficiency

8. DISCUSSION

The results suggest that staff management and work culture are closely connected. Institutions that encourage open communication and involve staff in decision-making tend to perform better in terms of employee satisfaction. On the other hand, rigid administrative practices and uneven workload distribution create dissatisfaction.

The findings align with broader academic understanding that organizational environment plays a key role in shaping employee behaviour and institutional success.

9. SUGGESTIONS

- Encourage participative decision-making
- Ensure fair distribution of workload
- Conduct regular staff development programs
- Strengthen communication channels
- Recognize and reward staff contributions
- Provide a supportive and respectful work environment

10. CONCLUSION

The study concludes that effective staff management is essential for building a positive work culture in academic institutions. While institutions in Surat District demonstrate reasonable management practices, there is scope for improvement, particularly in workload balance and staff involvement. Strengthening these areas can lead to higher satisfaction, better performance, and overall institutional growth.

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