

APPENDIX II

THE PROCEDURES FOR IDENTIFYING INSTITUTIONAL CLIMATE

Identification of Climate Types

In the identification of the institutional climates, the investigator has adopted the following procedures.

Step I : The college-profiles for each of the sampled colleges were constructed on the basis of the raw scores on the twelve sub-tests of the ICDQ. The raw scores were then converted into standardised scores in two ways : normatively and ipsatively. For both standardization procedures, a standard-score system based on a mean of 50 and S.D. of 10 was chosen.

Step II : With the ICDQ scores appropriately standardized, each of the sub-test total score was then converted into the Stanine Scores. This yielded for each of the twelve dimensions, stanine or nine scores. This constituted dimension-profiles where stanines 9 and 8 were taken as constituting the 'highest' category, Stanines 7 and 6 the 'high' category, Stanines 5 and 4 the 'low' category and Stanines 3, 2, and 1 the 'lowest' category.

Step III : The Stanine Prototypic Profile developed is given on the next page. This profile was used to assign the

stanine value of each dimension to any of the four categories, viz., the highest, the high, the low and the lowest. These categories will be assigned 4, 3, 2 and 1 point values in the case of dimensions that denote positive behaviour, and 1, 2, 3 and 4 in the case of dimensions that denote negative behaviour.

Table :I: Stanine Prototypic Profile

	Highest		High		Low		Lowest		
	90	80	70	60	50	40	30	21	10
1. Disengagement	67	63	59	57	52	42	38	34	31
2. Hindrance	67	63	56	53	49	44	41	37	33
3. Esprit	60	57	53	50	49	46	44	42	38
4. Intimacy	60	57	54	53	49	45	44	40	35
5. Aloofness	69	62	56	51	46	39	36	31	29
6. Production Emphasis	61	57	55	53	50	48	46	42	35
7. Thrust	59	56	55	54	51	48	47	43	40
8. Consideration	59	58	54	53	51	49	47	43	41
9. Organizational Structure	59	55	53	51	49	47	45	42	39
10. Communication	60	57	55	52	50	47	45	43	40
11. Human Relations	58	57	55	53	52	49	47	43	37
12. Democratic Decentralization Freedom	59	57	54	53	52	49	36	44	39

In this way, point values for each dimension stanine value ^{were} for each college was determined. The values for all the twelve

dimensions in the case of each college were summed up. This yielded a total stanine value score. This is illustrated for one college in Table III

Table :II: The Dimension Evaluation Profile under Open, Intermediate and Closed Climate Types

Dimensions	Climate Types					
	Open	Weightage	Intermediate	Weightage	Closed	Weightage
1. Disengagement	Lowest	4	low	3	highest	1
2. Hindrance	Lowest	4	low	3	highest	1
3. Esprit	Highest	4	high	3	lowest	1
4. Intimacy	Highest	4	high	3	lowest	1
5. Aloofness	Lowest	4	low	3	highest	4
6. Production Emphasis	Low	3	low	3	highest	1
7. Thrust	Highest	4	high	3	lowest	1
8. Consideration	Highest	4	high	3	lowest	1
9. Organizational Structure	Low	2	high	2	highest	4
10. Communication	Highest	4	low	2	lowest	1
11. Human Relations	Highest	4	low	2	lowest	1
12. Democratic Decentralization Freedom	Highest	4	low	2	lowest	1

Table :III: Illustration of How the College Stanine Score of the College No.1 is Obtained

Stanine level	ICDQ sub-tests											
	1	2	3	4	5	6	7	8	9	10	11	12
Highest	9											
	8	63 (1)			70 (1)							
High	7	58 (2)										
	6			52 (3)								
Low	5											
	4						48 (2)				48 (2)	
Lowest	3					46 (4)						
	2							44 (1)				43 (1)
	1		38 (1)						34 (1)			

Obtained total score (Sum of weightage) = 23

Note: Figures in brackets indicate the obtained stanine score

The college stanine score of college No.1 was obtained by summing up the scores in all brackets at every sub-test channel in the above table. The scores over the brackets in the sub-test channels are the mean-standard scores of the 12 dimensions obtained by the college No.1. The college stanine scores of the other colleges were obtained by the same method illustrated

in the case of college No.1.

Step IV : The College-wise profile of the total obtained stanine score was prepared, and therefrom the highest and lowest score were identified and the range was determined by subtracting the lowest score from the highest score.

Step V : As it is envisaged to identify only three climate types on the climate continuum, viz., the Open (at one extreme), the Intermediate (middle status) and the Closed climate category (the other extreme), the difference of scores so obtained was divided by 3. The closed climate college category was presumed to have the range from the lowest score (a) + the division of the difference, (b) the Intermediate climate was presumed to have the range $(a + b) + b$ and the Open climate the range $(a + b + b) + b$. To illustrate if the 14 is the lowest score (a) and the difference is 9, the range for the Closed climate category will be $14 + 9 = 23$ for the Intermediate Climate category, it will be 24 to $(23 + 9 = 32)$ and for the Open Climate, it will be 33 to $(32 + 9 = 41)$. In this way, the institutional climate of all the sampled colleges were identified on a three category climate continuum.

The profiles of Open, Intermediate and Closed Climate are given on the next two pages by way of illustration.

Dimensions

- | | |
|------------------------|---|
| 1. Disengagement | 7. Thrust |
| 2. Hindrance | 8. Consideration ^{al} |
| 3. Esprit | 9. Organization Structural Hierarchy |
| 4. Intimacy | 10. Communication |
| 5. Aloofness | 11. Human Relations |
| 6. Production Emphasis | 12. Democratic Decentralisation - Freedom |

U I : Open Climate College Profile

[illegible]

II : Intermediate Climate College Profile

Stani- ne Scale	Dimensions											
	1	2	3	4	5	6	7	8	9	10	11	12
9												
8												
7												
6		51H (2)	51H (3)		52H (2)				51H (3)			
5	50L (3)			50L (2)		49L (3)	50L (2)					
4								49L (2)		47L (2)	50L (2)	49L (2)
3												
2												
1												

III : Closed Climate College Profile

Stan- ines	Dimensions											
	1	2	3	4	5	6	7	8	9	10	11	12
9					64Ht (1)							
8	62Ht (1)											
7		61H (2)										
6												
5				47L (2)		51L (3)						
4			45L (2)				48L (2)	48L (2)	47L (2)			
3											45Lt (1)	45Lt (1)
2							44Lt (1)					
1										39Lt (1)		

Symbols : Ht - Highest H - High L - Low Lt - Lowest

:8:

It should be noted here that this procedure is different from the one used by Halpin and Croft to measure and evaluate climate with the help of their OCDQ. As the present ICDQ has additional dimensions and different items, it was necessary to evolve a new procedure.

APPENDIX II A

PROFILES OF DIFFERENT FACULTIES OF GUJARAT UNIVERSITY

Col.No.	Dimension	Abbreviation
1	Disengagement	Dis.
2	Hindrance	Hin.
3	Esprit	Esp.
4	Intimacy	Int.
5	Aloofness	Aloof.
6	Production Emphasis	Pro.
7	Thrust	Thr.
8	Consideration	Cons.
9	Organizational Structure	Org.
10	Communication	Com.
11	Human Relations	H. R.
12	Democratic Decentralization	D. D.

FACULTY OF ARTS												
Stanines	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
Highest	90 X											
	80 X											
High	70 X											
	60 X	52H	49H		52H							
		(2)	(3)		(2)							
Low	52 X	53L		50L		50L	49L	49L	50L	50L	49L	49L
	40 X	(3)		(2)		(3)	(2)	(2)	(2)	(2)	(2)	(2)
Lowest	30 X											
	20 X											
	10 X											

(Continued..)

FACULTY OF SCIENCE

[illegible]

FACULTY OF COMMERCE

[illegible]

FACULTY OF ENGINEERING

Stanines	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
Highest	9 X											
	8 X					58Ht:					58Ht:	58Ht
						(1)					(4)	(4)
High	7 X								54H	56H		
	6 X								(3)	(3)		
			50H					55H				
			(3)					(3)				
Low	5 X						50L					
	4 X						(2)					
				47L	40L							
				(2)	(3)							
Lowest	3X	37Lt	38Lt									
	2X	(4)	(4)									
	1X											

Symbols : H = High Ht = Highest
 L = Low Lt = Lowest