

### APPENDIX III

The Sample of 100 School Profiles Grouped in  
Respect to the Six Organizational Climates

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|     |   |                     |
|-----|---|---------------------|
| * 1 | = | Disengagement       |
| 2   | = | Hindrance           |
| 3   | = | Esprit              |
| 4   | = | Intimacy            |
| 5   | = | Aloofness           |
| 6   | = | Production Emphasis |
| 7   | = | Thrust              |
| 8   | = | Consideration       |
| SS  | = | SIMILARITY SCORE    |

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| School<br>No. | Open Climate ( N = 13 ) |    |    |    |    |    |    |    | SS |
|---------------|-------------------------|----|----|----|----|----|----|----|----|
|               | * 1                     | 2  | 3  | 4  | 5  | 6  | 7  | 8  |    |
| 9             | 48                      | 43 | 48 | 48 | 49 | 47 | 53 | 49 | 43 |
| 18            | 44                      | 56 | 50 | 44 | 40 | 50 | 64 | 58 | 52 |
| 23            | 44                      | 42 | 54 | 48 | 50 | 48 | 48 | 56 | 44 |
| 25            | 49                      | 48 | 56 | 49 | 46 | 48 | 50 | 48 | 42 |
| 26            | 48                      | 50 | 58 | 48 | 47 | 49 | 52 | 52 | 40 |
| 45            | 45                      | 45 | 60 | 53 | 48 | 53 | 53 | 48 | 37 |
| 47            | 46                      | 48 | 53 | 49 | 50 | 49 | 51 | 50 | 44 |
| 48            | 48                      | 48 | 54 | 50 | 47 | 52 | 48 | 53 | 49 |
| 73            | 50                      | 54 | 52 | 49 | 49 | 48 | 57 | 58 | 48 |
| 84            | 48                      | 43 | 48 | 48 | 49 | 47 | 53 | 49 | 43 |
| 93            | 44                      | 56 | 50 | 44 | 40 | 50 | 64 | 58 | 52 |
| 98            | 44                      | 42 | 54 | 48 | 50 | 48 | 48 | 56 | 44 |
| 100           | 49                      | 48 | 56 | 49 | 46 | 48 | 50 | 48 | 42 |

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(Continuous...)

| Autonomous Climate (N = 2) |    |    |    |    |    |    |    |    |    |
|----------------------------|----|----|----|----|----|----|----|----|----|
| School No.                 | 1  | 2  | 3  | 4  | 5  | 6  | 7  | 8  | SS |
| 61                         | 47 | 48 | 52 | 55 | 57 | 48 | 43 | 52 | 49 |
| 65                         | 48 | 46 | 47 | 49 | 57 | 46 | 51 | 53 | 50 |
| Controlled Climate (N = 9) |    |    |    |    |    |    |    |    |    |
| 12                         | 50 | 56 | 51 | 48 | 50 | 52 | 43 | 51 | 54 |
| 20                         | 45 | 49 | 49 | 48 | 55 | 51 | 45 | 54 | 55 |
| 29                         | 48 | 53 | 53 | 47 | 51 | 47 | 52 | 48 | 43 |
| 53                         | 51 | 50 | 50 | 40 | 52 | 54 | 48 | 47 | 41 |
| 63                         | 48 | 54 | 52 | 49 | 49 | 49 | 49 | 49 | 50 |
| 64                         | 49 | 60 | 51 | 50 | 58 | 49 | 45 | 49 | 51 |
| 72                         | 47 | 56 | 49 | 49 | 49 | 49 | 51 | 52 | 51 |
| 87                         | 50 | 56 | 51 | 48 | 50 | 52 | 43 | 51 | 54 |
| 95                         | 45 | 49 | 49 | 48 | 55 | 51 | 45 | 54 | 55 |
| Familiar Climate (N = 4)   |    |    |    |    |    |    |    |    |    |
| 3                          | 60 | 40 | 55 | 60 | 40 | 55 | 48 | 55 | 39 |
| 14                         | 50 | 44 | 51 | 51 | 47 | 50 | 50 | 58 | 39 |
| 78                         | 60 | 40 | 55 | 60 | 40 | 55 | 48 | 55 | 39 |
| 89                         | 50 | 44 | 51 | 56 | 47 | 50 | 50 | 58 | 39 |
| Paternal Climate (N = 28)  |    |    |    |    |    |    |    |    |    |
| 6                          | 50 | 45 | 51 | 48 | 44 | 53 | 52 | 56 | 33 |
| 10                         | 50 | 48 | 50 | 46 | 44 | 47 | 53 | 53 | 40 |
| 11                         | 52 | 53 | 48 | 52 | 45 | 53 | 45 | 57 | 46 |
| 16                         | 48 | 45 | 48 | 47 | 48 | 55 | 45 | 57 | 40 |
| 19                         | 49 | 46 | 47 | 48 | 47 | 52 | 56 | 51 | 41 |
| 21                         | 54 | 42 | 50 | 50 | 52 | 56 | 46 | 56 | 45 |
| 22                         | 49 | 52 | 52 | 49 | 46 | 52 | 47 | 52 | 50 |
| 30                         | 45 | 48 | 48 | 40 | 48 | 53 | 50 | 58 | 47 |
| 35                         | 50 | 45 | 48 | 45 | 48 | 55 | 60 | 48 | 46 |
| 37                         | 49 | 56 | 47 | 46 | 51 | 50 | 56 | 54 | 52 |
| 38                         | 51 | 52 | 46 | 50 | 50 | 50 | 50 | 55 | 43 |

(continued...)

| School<br>No. | 1  | 2  | 3  | 4  | 5  | 6  | 7  | 8  | SS |
|---------------|----|----|----|----|----|----|----|----|----|
| 40            | 51 | 46 | 48 | 49 | 50 | 51 | 54 | 53 | 39 |
| 46            | 48 | 47 | 52 | 51 | 51 | 52 | 53 | 54 | 49 |
| 50            | 51 | 50 | 49 | 49 | 48 | 50 | 52 | 52 | 44 |
| 51            | 53 | 55 | 47 | 43 | 47 | 53 | 53 | 47 | 47 |
| 54            | 52 | 30 | 53 | 49 | 46 | 52 | 51 | 49 | 55 |
| 55            | 53 | 58 | 50 | 49 | 43 | 49 | 47 | 52 | 44 |
| 57            | 44 | 46 | 52 | 46 | 50 | 56 | 44 | 54 | 49 |
| 58            | 48 | 50 | 50 | 49 | 46 | 56 | 54 | 50 | 46 |
| 68            | 51 | 51 | 50 | 48 | 47 | 55 | 49 | 49 | 43 |
| 69            | 50 | 48 | 48 | 49 | 48 | 52 | 52 | 53 | 39 |
| 74            | 49 | 48 | 52 | 51 | 46 | 52 | 46 | 56 | 46 |
| 81            | 50 | 45 | 51 | 48 | 44 | 53 | 52 | 56 | 33 |
| 85            | 50 | 48 | 50 | 46 | 44 | 47 | 53 | 53 | 40 |
| 86            | 52 | 53 | 48 | 52 | 45 | 53 | 45 | 57 | 46 |
| 91            | 48 | 45 | 48 | 47 | 48 | 55 | 45 | 57 | 40 |
| 94            | 49 | 46 | 47 | 48 | 47 | 52 | 56 | 51 | 41 |
| 97            | 54 | 42 | 50 | 50 | 52 | 56 | 46 | 56 | 45 |

Closed Climate ( N = 44 )

|    |    |    |    |    |    |    |    |    |    |
|----|----|----|----|----|----|----|----|----|----|
| 1  | 48 | 54 | 51 | 50 | 45 | 50 | 48 | 48 | 50 |
| 2  | 50 | 54 | 48 | 50 | 51 | 48 | 52 | 47 | 41 |
| 4  | 49 | 53 | 54 | 51 | 47 | 51 | 48 | 49 | 51 |
| 5  | 53 | 50 | 51 | 49 | 48 | 49 | 57 | 46 | 50 |
| 7  | 49 | 50 | 49 | 48 | 50 | 50 | 49 | 46 | 46 |
| 8  | 48 | 44 | 40 | 60 | 55 | 50 | 52 | 52 | 44 |
| 13 | 51 | 51 | 51 | 51 | 51 | 51 | 51 | 49 | 41 |
| 15 | 52 | 52 | 47 | 42 | 50 | 53 | 55 | 46 | 45 |
| 17 | 48 | 48 | 43 | 51 | 51 | 55 | 51 | 51 | 39 |
| 24 | 48 | 50 | 51 | 51 | 50 | 54 | 55 | 46 | 45 |
| 27 | 51 | 53 | 43 | 53 | 50 | 51 | 56 | 47 | 33 |
| 28 | 52 | 54 | 40 | 54 | 54 | 50 | 48 | 46 | 23 |
| 31 | 51 | 56 | 48 | 48 | 56 | 56 | 49 | 50 | 41 |

(Continued..)

| School<br>No. | 1  | 2  | 3  | 4  | 5  | 6  | 7  | 8  | SS |
|---------------|----|----|----|----|----|----|----|----|----|
| 32            | 51 | 49 | 49 | 47 | 56 | 46 | 51 | 47 | 45 |
| 33            | 49 | 51 | 48 | 48 | 49 | 54 | 53 | 48 | 43 |
| 34            | 50 | 52 | 48 | 48 | 48 | 48 | 52 | 49 | 48 |
| 36            | 53 | 51 | 41 | 50 | 51 | 51 | 49 | 54 | 37 |
| 39            | 48 | 53 | 49 | 46 | 50 | 53 | 50 | 50 | 46 |
| 41            | 52 | 46 | 44 | 46 | 60 | 50 | 50 | 50 | 47 |
| 42            | 52 | 47 | 51 | 49 | 53 | 50 | 49 | 50 | 48 |
| 43            | 52 | 47 | 51 | 49 | 53 | 50 | 49 | 50 | 48 |
| 44            | 50 | 46 | 51 | 51 | 50 | 53 | 54 | 48 | 46 |
| 49            | 50 | 50 | 53 | 50 | 52 | 50 | 52 | 48 | 45 |
| 52            | 53 | 47 | 53 | 50 | 48 | 55 | 48 | 42 | 46 |
| 53            | 47 | 49 | 50 | 49 | 54 | 50 | 51 | 53 | 50 |
| 59            | 49 | 48 | 49 | 51 | 55 | 51 | 48 | 53 | 47 |
| 60            | 55 | 48 | 55 | 50 | 58 | 50 | 50 | 47 | 50 |
| 62            | 49 | 49 | 50 | 48 | 54 | 52 | 49 | 49 | 45 |
| 66            | 49 | 54 | 48 | 49 | 53 | 47 | 46 | 56 | 55 |
| 67            | 54 | 45 | 50 | 48 | 59 | 50 | 48 | 49 | 50 |
| 70            | 50 | 53 | 49 | 49 | 49 | 48 | 52 | 51 | 48 |
| 71            | 49 | 52 | 51 | 49 | 51 | 47 | 52 | 50 | 50 |
| 75            | 51 | 50 | 56 | 53 | 48 | 49 | 45 | 46 | 50 |
| 76            | 48 | 54 | 51 | 50 | 45 | 50 | 48 | 48 | 50 |
| 77            | 50 | 54 | 48 | 50 | 51 | 48 | 52 | 47 | 41 |
| 79            | 49 | 53 | 54 | 51 | 47 | 51 | 48 | 49 | 51 |
| 80            | 53 | 50 | 51 | 49 | 48 | 49 | 57 | 46 | 50 |
| 82            | 49 | 50 | 49 | 48 | 50 | 50 | 49 | 46 | 46 |
| 83            | 48 | 44 | 40 | 60 | 55 | 50 | 52 | 52 | 64 |
| 88            | 51 | 51 | 51 | 51 | 51 | 51 | 51 | 49 | 51 |
| 90            | 52 | 52 | 47 | 42 | 50 | 53 | 55 | 46 | 45 |
| 92            | 48 | 48 | 43 | 51 | 51 | 55 | 51 | 51 | 39 |
| 96            | 48 | 50 | 51 | 51 | 50 | 54 | 55 | 46 | 45 |
| 99            | 51 | 53 | 43 | 53 | 50 | 51 | 56 | 47 | 33 |